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THE USE OF CO-CREATION IN CAMPING AND ITS RELATIONSHIP WITH CUSTOMER ENGAGEMENT

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Master in Marketing

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ISCTE-IUL

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Acknowledgments

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Resumo

O consumo de experiências turísticas aumentou na última década. Atualmente, com os avanços tecnológicos, alinhados a clientes cada vez mais exigentes, a indústria da hospitalidade está mais competitiva que nunca. Os gerentes procuram fornecer experiências únicas ao cliente para se diferenciarem e aumentarem o *engagement*. Os consumidores querem estar envolvidos no processo, têm expectativas elevadas sobre o que compram e a experiência que lhes é proporcionada.

O crescimento e a criação de valor tornam-se objetivos centrais para os gestores, a interação entre marcas e consumidores é o núcleo da criação e extração de valor, principalmente devido à mudança para experiências. No entanto, poucas literaturas de hospitalidade examinam como o envolvimento do cliente influencia os comportamentos de co-criação de valor, o que inclui comportamentos de participação e de cidadania.

Esta pesquisa investiga o efeito que o envolvimento do cliente tem nos comportamentos de co-criação, na indústria de hospitalidade ao ar livre, no setor do campismo. Este estudo amplia o conhecimento atual sobre a co-criação e examina as associações entre o envolvimento do cliente e suas dimensões e os comportamentos de co-criação. Os dados do inquérito a 130 clientes do Clube de Campismo de Lisboa, demonstram que o envolvimento do cliente está positivamente associado a comportamentos de participação e de cidadania, sendo que a interação é a dimensão com maior impacto sobre os mesmos.

As conclusões sugerem direções estratégicas para gerentes de campismo em termos de gestão de relacionamento com o cliente para aumentar o envolvimento do mesmo, levando-o a co-criar experiências únicas e personalizadas.

Palavras-chave: Envolvimento do cliente, Comportamentos de co-criação de valor do cliente, Comportamentos de participação do cliente, Comportamentos de cidadania do cliente, Experiência no Campismo.

JEL: M310 – Marketing

JEL: Z310 – Tourism: Industry Studies

Abstract

The consumption of tourism and hospitality experiences has increased over the past decade. Nowadays, with the advancements in technology, aligned with more demanded and empowered customers, hospitality environments are more competitive than ever. Managers seek to provide unique customer experiences to differentiate themselves from those competitors and engage with their clients. Consumers want to be involved in the process and have higher expectations about what they are buying and the experience they have.

As growth and value creation have become central objectives for managers, the interaction between brands and consumers is the core of value creation and value extraction, mainly due to the shift to experiences. However, few hospitality literatures have examined how customer engagement influences customer value co-creation behaviors, which includes customer participation and citizenship behaviors.

This research investigates the influence of customer engagement in customer value co-creation behaviors, in the outdoor hospitality industry, more specifically in the camping sector. This study extends current knowledge on customer co-creation and examines the associations between customer engagement and its dimensions and customer value co-creation behaviors. Survey data from 130 customers of Clube de Campismo de Lisboa, demonstrates that customer engagement is positively associated with customer participation behaviors and customer citizenship behaviors, being interaction the dimension that has a bigger impact on them.

Research conclusions suggest strategic directions for camping managers in terms of customer relationship management to boost customer engagement, leading to customers more prone to co-create, unique, and personalized experiences with them.

Keywords: Customer engagement, Customer value co-creation behaviors, Customer participation behaviors, Customer citizenship behaviors, Camping experiences.

JEL: M310 – Marketing

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Index

1. Introduction.....	1
2. Literature Review.....	5
2.1. Customer Experience and Experimental Marketing	5
2.2. Atmosphere – Concept and its importance.....	7
2.3. Dimensions of Atmosphere	8
2.3.1. Visual Dimension.....	9
2.3.2. Sound Dimension.....	10
2.3.3. Olfactory Dimension.....	10
2.3.4. Tactile Dimension.....	10
2.4. Customer Engagement.....	11
2.5. Co-creation: a new trend in the outdoor hospitality industry	12
2.6. Customer Engagement Behaviors and Co-Creation Behaviors	16
3. Methodology	19
3.1. Conceptual Model and Hypotheses Development.....	22
4. Data Analysis	25
4.1. Sample Profile.....	25
4.2. Descriptive Statistics	29
4.2.1. Customer Engagement.....	29
4.2.2. Customer Co-Creation Behaviors.....	31
4.3. Reliability Analysis	35
4.4. Simple and Multiple Regression Analysis.....	36
5. Conclusions and Recomendations.....	45
5.1. Discussion.....	45
5.2. Theoretical Contributions	46
5.3. Managerial Contributions	47
5.4. Limitations and Further Research	48
6. Bibliography	49

7. Appendices.....	55
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Index of Figures

Figure 2. 1- The Realms of an Experience	6
Figure 2. 2- The Turley and Milliman model.....	8
Figure 2. 3- Building Blocks of Interactions: The DART Model.....	13
Figure 3. 1- Proposed Model	23
Figure 4. 1- Gender Distribution.....	25
Figure 4. 2- Professional Situation distribution.....	27
Figure 4. 3- Visited Campsites distribution.....	28

Index of Tables

Table 2. 1- Concepts of Co-creation	15
Table 3. 1- Measurement scale sources of Customer Engagement	20
Table 3. 2- Measurement scale sources of Customer Co-creation Behaviors	21
Table 4. 1- Age distribution.....	26
Table 4. 2- Level of education distribution	26
Table 4. 3- Monthly Income distribution	27
Table 4. 4- Visits made to CCL, in the past 3 years, distribution.....	28
Table 4. 5 - Average visits to CCL, per year, distribution	29
Table 4. 6 - Descriptive Statistics of Customer Engagement	29
Table 4. 7 - Descriptive Statistics of Customer Participation Behaviors	31
Table 4. 8 - Descriptive Statistics of Customer Citizenship Behaviors	33
Table 4. 9 - Descriptive Statistics of Customer Co-Creation Behaviors.....	35
Table 4. 10 - Cronbach's Alpha coefficient	36
Table 4. 11- Coefficients - Effect of CE in CPB	37
Table 4. 12- Coefficients - Effect of CE dimensions in CPB.....	38
Table 4. 13 - Coefficients - Effect of Interaction in CPB.....	39
Table 4. 14 - Coefficients - Effect of CE in CCB	41
Table 4. 15 - Coefficients - Effect of CE dimensions in CCB	42
Table 4. 16 - Coefficients - Effect of Interaction in CCB	43

1. Introduction

Nowadays, consumers have more choices of products and services than ever before, the tourism environment is facing intense competition and managers strive to differentiate themselves, deliver and enhance the customer experience is a central objective for most of them all around the world. Considering the advancements in technology, together, with informed, networked, empowered, and active consumers, managers were forced to be innovative and adapt their strategies to engage customers in their brands.

In this context, the concept of atmosphere appeared as a means of differentiation, by capturing customers' attention and interest, while providing the ultimate experience. Customers are demanding more experiences and managers should effort strategically for creating holistically integrated experiences that are immersive and delighting.

Based on this, the present dissertation proposes a theme about a new trend within the outdoor hospitality industry, more specifically, in camping, in Portugal, with the objective of understanding and investigate the relationship between co-creation behaviors and customer engagement, as a way to improve the customer experience, also leading to better evaluations of the campsites.

According to a report from Delloite (2019), Portugal continues to break records in the tourism sector and exceeded 66 million overnight stays in 2018, an increase of nine million compared to the previous year. Overnight revenue rose by around 500 million euros and registered a value of approximately three billion euros, a value boosted by the nearly twenty-five million guests registered in 2018. Moreover, Lisbon is in the top five European cities with a higher occupancy rate, this positive evolution has led many international entities to classify Lisbon and other Portuguese cities as the best tourist destinations in Europe and worldwide. Furthermore, retaining highly qualified human resources is considered the major challenge within the hospitality industry in Europe, as well as attracting and retaining new customers.

In 2019 (provisional data), the tourist accommodation sector registered twenty-seven million guests, which generated 69.8 million overnight stays, corresponding to changes of, respectively, + 7.2% and + 4.1%, compared to the previous year (Silva, 2020). It is expected that Portugal remains a popular destination due to the strong offer of art, culture, gastronomy, wine, beach resorts, among other features, especially given the ongoing investment in the tourism industry (Euromonitor, 2019).

The tourism sector in Portugal reached expressive numbers in 2019, there was an increase in employment in tourism, with a weight of 6.9% in the national economy, which corresponds to

336,8 thousand jobs, the rate of growth in tourist revenues (+ 8.1%) and overall income (+ 7.3%), was more accelerated than the increase in overnight stays (+ 4.1%), and there was a faster growth in the domestic market (+7.5% domestic guests) compared to the external market (+ 7.1% foreign guests) (Turismo de Portugal, 2020).

There are several sectors related to tourism, in the context of this dissertation, the outdoor hospitality industry – camping will be the focus. In Portugal, the number of tourist developments that exist for camping has been growing in the last 3 years, with a total number of 240 establishments in 2019, which corresponds to a capacity of 191.323 individuals (PORDATA, 2020). The total number of overnight stays at campsites has also been increasing over the past few years, it was registered a total of 6.941.638 overnight stays in 2019, of which 65% are from residents in Portugal and the remaining 35% are from residents abroad (PORDATA,2020).

Clube de Campismo de Lisboa (CCL) is a camping club founded in 1941, has already reached 79 years of history, it is composed by 8 campsites, located in Almornos, Costa Caparica, Costa Nova, Ferragudo, Melides, Gameiro, Campo Maior and Avis. CCL aims to promote the practice and development of sports camping, promoting and boosting the amateur sports activity in general, and the social and cultural elevation of the club members, and also by providing a humane, healthy, and ecologically balanced environment. The club spreads, promotes, and supports the practice of all types of sports camping, through camps, excursions, walking, activities for children and young people, among others. Encourages and develops the interest and practice of mountain and water sports, caving, traditional games, and any other activities related to camping. It also promotes and streamlines the creation of campsites, holiday parks, ecological spaces, and other necessary facilities to pursue these activities and others of similar nature.

In recent years the mediating role of customer engagement in consumer behaviors has been studied in the context of the hospitality industry (Ahn & Back, 2018; Yen, Teng & Tzeng, 2020). Service providers should always be aware of opportunities to build brand engagement by providing good, unique, and memorable experiences (Ahn & Back, 2018). Kumar and Pansari (2016) reinforce the importance to keep the customer engaged, due to the intense competition of the market. Moreover, the authors mentioned that engagement represents co-creation, interaction, solution development, and all of which depend on the attitude that drives the behavior of customers towards a firm. The advances in technology and demanding and informed consumers have developed new needs that managers must fulfill, co-creation is one of the examples of the new trends that can be explored in the hospitality industry. Prahalad and

Ramaswamy (2004), believed that the opportunities for value creation are enhanced significantly for firms that focus on personalized co-creation experiences. Despite the common recognition of the importance of value co-creation with customers, there is still a lack of research on this topic in the general management literature (Mansilla, Contrí & Cantallops, 2019). Hospitality and tourism literature on co-creation is still underexplored, and empirical evidence is scant (Chathoth, Ungson, Harrington & Chan, 2016), indeed, this is a new addition to existing literature, as the majority of empirical studies about the concept of co-creation are from industries other than hospitality and with differing contexts (Sarmah, Kamboj & Rahman, 2017). Other authors like Campos, Mendes, do Valle and Scott (2018) also suggest that research on value co-creation with customers is still at an early stage, despite its importance for the hospitality industry.

There does not exist information about the success or failure of co-creation, neither its relationship with customer engagement, there is still a lack of empirical research and further investigation of the topic is necessary. Everything mentioned above reinforces the gap in the literature and emphasizes the need to explore the influences of co-creation behaviors in the camping sector.

In line with the previous information, the main purpose of this dissertation is to have a strong understanding about the theme of co-creation and how it can influence the brand through consumer behavior. It aims to have a deep approach to this new trend in the field of tourism, more specifically in the outdoor hospitality industry, and how it is related to consumer engagement. This research results may provide crucial guidelines for managers to follow in order to improve their services and reinforce the engagement with consumers to their brands.

This dissertation is organized in 5 chapters, which will be briefly explained:

Chapter 1 – Introduction: this chapter initiates the study with the basis behind it and the reasons that justify its importance and emphasizes the gap in the literature and the need for further investigation. Finally, the structure of the work is presented.

Chapter 2 – Literature Review: in this chapter, a comprehensive and detailed understanding of the subject under question is presented. The focus will be on the concepts of Customer Experience and Experimental Marketing; the concept of Atmosphere and its importance followed by the dimensions that composed it; Customer Engagement; Co-creation: as a new trend in the outdoor hospitality industry; the relation between Customer Engagement and Co-Creation. These topics will be clarified taking into account relevant literature about them, whether older or newer, although always relevant to better understand it.

Chapter 3 – Methodology: in this section, it will be outlined the method and research choices of this dissertation. This includes the collection of primary data, the explanation of the purpose of the study, the identification of the data collection method, and the tools used to gather the information. in this phase the research questions will be presented and the conceptual model as well.

Chapter 4 – Analysis of the Results: in this part, the data previously collected will be synthesized and analyzed, the sample characterization will be presented, and it will be possible to draw the first set of findings of the research objectives.

Chapter 5 - Conclusions, Implications, Limitations, and Suggestions for Further Research: this concluding chapter will present the major results of this study. Then, the implications for Management and Marketing will be identified, as well as the limitations of the study. To conclude, recommendations for further research will be pointed out.

2. Literature Review

2.1. Customer Experience and Experimental Marketing

The consumption of tourism and hospitality experiences has increased over the past decade (Ahn, Back, Barišić & Lee, 2020). Nowadays, customers are getting more and more demanding and hospitality environments are more competitive than ever. Managers seek to provide unique customer experiences to differentiate themselves from those competitors, as mentioned by Verhoef *et al.* (2009:31) “Retailers around the globe have embraced the concept of customer experience management, with many incorporating the notion into their mission statements”, the authors also define customer experience as a multidimensional construct that is holistic in nature and involves the customer cognitive, affective, emotional, social, and physical responses. Yet, the provided experience must transmit value to turn a one-time visitor into a repeat customer (Farias, Aguiar & Melo, 2014).

Companies have shifted from traditional marketing which is largely focused on features and benefits and where customers are seen as rational decision-makers toward creating experiences for their customers (Schmitt, 1999). In fact, customers make faster and more positive purchasing decisions encouraged by experimental marketing (Farias *et al.*, 2014).

This shift to experimental marketing has occurred as a result of the natural progression of economic value which includes four stages: from extract commodities; to make goods; to deliver services; and finally, to stage memorable experiences (Pine II & Gilmore, 1998). According to Schmitt (1999), three simultaneous developments justify this shift: first, the omnipresence of information technology; second, the supremacy of the brand; and third, the ubiquity of communications and entertainment provided by companies for their customers.

There are five Strategic Experiential Modules (SEMs) that can be managed to create different types of customer experiences: include sensory experiences that appeal to the five human senses through sight, sound, touch, taste, and smell (SENSE); affective experiences that appeal to customers’ inner feelings and emotions (FEEL); creative cognitive experiences that appeal to the intellect engaging customers creatively (THINK); physical experiences, behaviors, and lifestyles, showing them alternative ways of doing things (ACT); and social-identity experiences that result from relating to a reference group or culture (RELATE) (Schmitt, 1999).

Additionally, the author states that the SEMs are implemented by experience providers, for example, spatial environments, that should be used to its fullest potential for creating the experience and managed coherently, consistently over time, and paying attention to detail.

The use of Co-creation in Camping and its relationship with Customer Engagement

Pine II and Gilmore (1998) characterize experiences across two dimensions: *customer participation* – that can be passive participation in which customers don't affect the performance at all, on the other hand, active participation, in which customers play key roles in the experience performance. The second dimension describes *connection, or environmental relationship*, at one end of the connection spectrum lies absorption, at the other end, immersion. Furthermore, the authors sort the experiences into four categories according to the two dimensions mentioned above: 1) entertainment - customers participate more passively and their connection with the event is more likely one of absorption; 2) educational events - tend to involve more active participation, but customers are still more outside the event than immersed in the action; 3) escapist experiences - involve both active participation and immersion in the experience; and 4) esthetic experiences - customers are immersed in an activity or environment, but they have little or no effect on it (Figure 2.1).

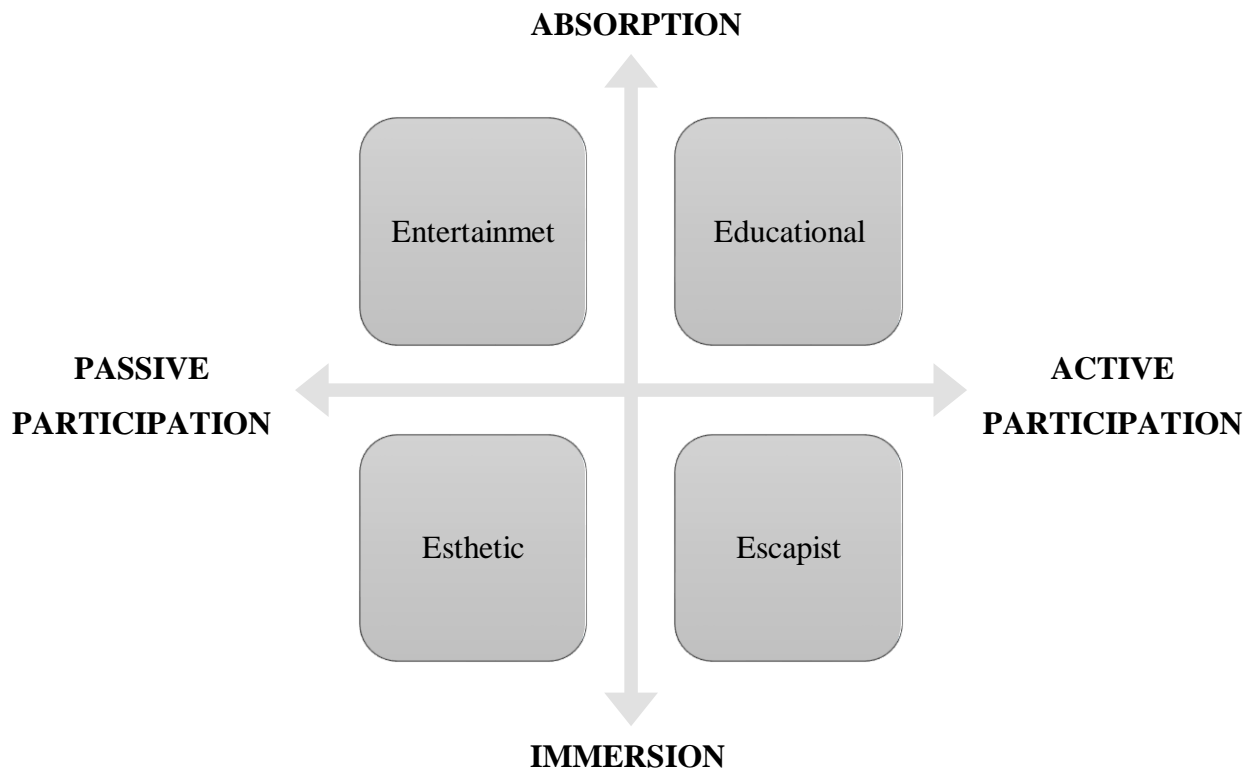


Figure 2. 1- The Realms of an Experience

Source: Self-elaboration adapted from Pine II and Gilmore (1998)

Ideally, managers should effort strategically for creating holistically integrated experiences (Schmitt, 1999) as a relevant tool to manage in a scenario of global competition (Farias *et al.*, 2014).

2.2. Atmosphere – Concept and its importance

As stated by Alan, Kabadayı and CavdarIt (2017) the physical environment has been an important factor to influence the behavioral intention of customers in the literature for a long time. The atmosphere has been viewed in relation to customers and especially discussed as a tool for changing consumer attitudes and behaviors (Heidi & GrØnhaug, 2006). The concept of the atmosphere was initially described by Kotler (1973:50) as “*the conscious designing of space to create certain effects in buyers. More specifically, atmospherics is the effort to design buying environments to produce specific emotional effects in the buyer that enhance his purchase probability*”. Moreover, they refer to both tangible and intangible aspects of space design and can alter the customer experience (Farias *et al.*, 2014).

When planning the atmosphere there are a set of characteristics that managers must take into account, namely: define the target audience; understand what is the target audience seeking from the buying process; identify the atmospheric variables that can fortify the beliefs and emotional reactions from buyers; and finally, be sure that the resulting atmosphere competes effectively with competitors’ atmospheres (Kotler, 1973), thus there is no ideal model of an atmosphere to be followed or copied (Farias *et al.*, 2014).

According to Kotler (1973), there is a difference between the intended atmosphere and the perceived atmosphere. Being the first, the set of sensory qualities designed for the artificial environment to infuse a certain environment in space. On the other hand, the perceived atmosphere may vary for different customers. “*An atmosphere that produces a certain response in one individual or group of people at a given point in time may produce an entirely different response in another individual or group*” (Turley & Milliman, 2000: 194). A study conducted by Sijinjak, Pangaribuan and Tafriza (2019) in a café determinate that the influence of the atmosphere on perceived value is positive and significant, being the ambiance, an important component affecting customers’ perceived value.

Since the atmosphere plays a significant role in consumer behavior, it is important to mention the stimulus-organism response (S-O-R) paradigm. The atmosphere is the stimulus (S) that origins in the consumer (O) some behavioral responses (R) (Mehrabian & Russel, 1974). Furthermore, the authors revealed that customers respond to an atmosphere with one of two responses - approach or avoidance. The first one is seen as positive, such as a desire to stay in and explore. On the other hand, avoidance behaviors include not wanting to stay or to spend time looking or exploring it (Turley & Milliman, 2000).

Atmospheric stimuli or elements were divided into four categories by Berman and Evans (as cited by Turley & Milliman, 2000): 1) the exterior; 2) the general interior; 3) the layout and

design variables; and 4) the point-of-purchase and decoration variables. Additionally, a fifth category was considered needed to complete this typology, the human variables (Turley & Milliman, 2000).

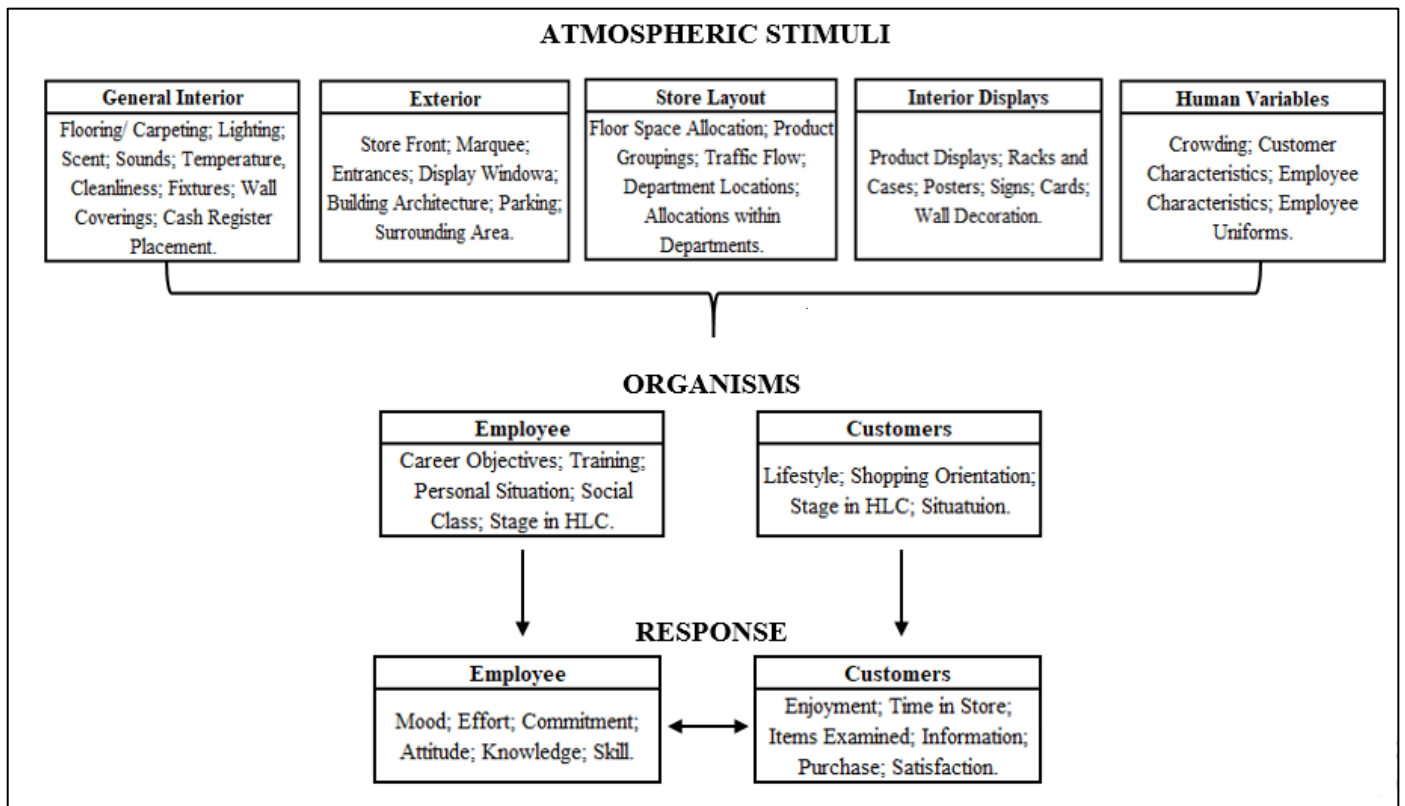


Figure 2. 2- The Turley and Milliman model

Source: Self-elaboration adapted from the authors

From Figure 2.2, it is possible to observe the several components that managers can manage in order to influence an individual's (employee or customer) specific behavior. To sum up, if consumers are influenced by physical stimuli experienced in the physical environment, then, the creation of influential atmospheres should be an important marketing strategy (Turley & Milliman, 2000). Moreover, implemented atmospheres must be periodically reevaluated concerning new possibilities and competitive developments, managers must be alert to signs calling for freshening or reviewing their atmospheres (Kotler, 1973).

2.3. Dimensions of Atmosphere

The elements under control of the manager are usually those related to the customers' senses (Farias *et al.*, 2014). Kotler (1973) defined the main sensory channels for the atmosphere as sight (color, brightness, size, and shapes), sound (volume and pitch), smell (scent and freshness), and touch (softness, smoothness, and temperature). Regarding the taste dimension,

there are divergent opinions in the literature, some authors consider that it is applied to the atmosphere and others not, to Kotler (1973), the sense of taste is not considered directly applied to the atmosphere, since it is not possible to taste an atmosphere, in the scope of this project this dimension will not be developed.

Yan, Kim, Yoon and Ding (2017) conducted a study within the tourism industry and argued that store environments affect the consumers' purchasing behavior, moreover, in a specific environment, customers will be influenced by various factors, such as pleasant smell, beautiful design, and merchandise display, which make them feel relax and happy, consequently increasing the desire and impulse of purchase.

Other authors like Ogruk, Anderson and Nacass (2018) have identified several categories of key variables that can influence the customers' response: ambiance, design, and aesthetics, as well as social interactions. Environmental variables include ambient odor (power and type), music (tempo and type) and lighting; design variables include different functional and aesthetic elements such as product layout and appearance/décor; and, social variables include everything that could influence customers' perception of the service. On the other hand, a study conducted by Monglo and Dragomir (2019) concluded that the ambient environment and the social environment have an influence on the in-store shopping behavior, whereas the design environment has not.

2.3.1. Visual Dimension

Visual cues often have direct positive effects on customer behavior (Spence, Puccinelli, Grewal, & Roggeveen, 2014). The colors produce different reactions in customers, and managers try to use colors to bring consumers to a mood state that leads to the purchase (Farias *et al.*, 2014). In a retail environment, Bellizzi and Hite (1992) concluded that customers react more positively to blue over red because they find it more relaxing, cool, and positive. However, warm colors seem to be more preferred in attracting potential customers closer to the windows (Bellizzi, Crowley & Hasty, 1983). The lighting and color scheme can also influence the response of customers. For instance, it was investigated by Summer and Hebert (as cited by Spence *et al.*, 2014) the effects of installing additional lighting in the ceiling, or over a particular display, and found that customers touched more items and spent more time checking a display with brighter lighting. Studies suggest that changing the visual atmospherics, whether, in terms of brightness, lighting, or the color scheme, influences purchase intentions and sales (Spence *et al.*, 2014).

2.3.2. Sound Dimension

Playing the appropriate background music can help managers create a desirable atmosphere, contributing to the image and consumer decision (Farias *et al.*, 2014). In fact, “*the kind of music a retailer chooses to play can powerfully signal its brand positioning*” (Spence *et al.*, 2014: 476). A meta-analysis of more than 30 studies revealed that the very presence of music had a positive effect on customer behavior, especially if it was familiar and liked (Garlin & Owen, 2006). Moreover, a study conducted by North and Hargreaves (as cited by Garaus & Wagner, 2019) revealed that music likeability decreases waiting time perceptions and makes customers wait longer before they leave a waiting situation. The musical tempo can affect the perceived passage of time in service such that slow tempo, quiet, familiar music causes customers to linger a little longer (Garlin & Owen, 2006). According to Spence *et al.* (2014), several studies have shown that atmospheric music can increase sales, influence purchase intentions, increase the time to buy and hold, decrease the perception of buying time and waiting, influence consumer perception, and facilitate consumer interaction. Music can even create emotional bonds with the customer, so the music choice must be coherent with the brand values.

2.3.3. Olfactory Dimension

Managers’ success will depend on understanding how and when specific scents enhance the customer experience (Spence *et al.*, 2014). Thus, marketers should choose carefully a signature scent that is pleasant and coherent with brand values and positioning. Chebat and Michon (2003) tested the effect of ambient scents in a shopping mall environment and conclude that it contributes to the building of a favorable perception of the mall environment, and indirectly of product quality. Moreover, the same authors advise retailers to use citrus odor as a powerful way of influencing product perception. Another study conducted by Morrison, Gan, Dubelaar and Oppewal (2011) showed that the presence of a vanilla aroma has a significant impact on customers' emotions and satisfaction levels. Besides, the analysis reveals that the introduction of the aroma leads to increased pleasure levels, which positively influences shopper behaviors, including time and money spent.

2.3.4. Tactile Dimension

According to Spence *et al.* (2014), several studies suggest that customers are more likely to purchase a product after they have touched or picked it up. However, there is a flip side to tactile exploration by customers too, namely, the possibility of “tactile contamination”, which means that people like to touch products but do not like to buy those that have been touched by others.

The temperature is another variable to be considered here, it was concluded by Hadi, Block and King (as cited by Spence *et al.*, 2014) that colder ambient temperatures tend to lead to a more emotional decision, while warmer environments lead to more cognitive decision making. To conclude, it is important to make sure that customers are comfortable in the environment and allow them to interact with the merchandise to succeed.

2.4. Customer Engagement

In recent years, customer engagement issues have been studied in the context of hospitality. Ahn and Back (2018) argued that service providers should always be aware of opportunities to build brand engagement by providing good, unique, and memorable experiences. Managers should be aware of the individual difference in planning personalized experiences and maintaining engagement. Kumar and Pansari (2016) believe that it is important to keep the customer engaged, due to the intense competition, leading the customer to purchase more, interact more with the firm, providing feedback and references, and spread positive word-of-mouth on social media. Moreover, the authors mentioned that engagement represents co-creation, interaction, solution development, and all of which depend on the attitude that drives the behavior of customers towards a firm, creating a sustainable competitive advantage.

Hollebeek (2011) defined engagement as a multifaceted concept that includes aspects of affection, cognition, and behavior. In the conceptual model of Customer Engagement Behavior (CEB) of Van Doorn *et al.* (2010), were proposed five dimensions of CEB: form or modality, scope, nature of its impact, and customer goals, being the main influencing factors the customer, the company, and contextual factors. Likewise, customer engagement can lead to four components of a customer's engagement value (CEV) with a firm: (1) customer lifetime value - the customer's purchase behavior; (2) customer referral value - it relates to the incentivized referral of new customers; (3) customer influencer value - includes the customer's behavior to influence other customers, which includes increasing acquisition, retention, and spread of word-of-mouth; and (4) customer knowledge value - the feedback from the customer (Kumar *et al.*, 2010).

So, King and Sparks (2014) conceptualized and validated a customer engagement scale from a survey of hotel and airline customers, that incorporates five factors, namely identification, enthusiasm, attention, absorption, and interaction. Identification refers to the degree to which a customer identifies with a company or brand; enthusiasm represents an individual's strong level of excitement and interest regarding the company or brand; attention

is the duration of focus on, and mental preoccupation with, work, it represents an invisible material resource that a person can allocate in multiple ways; absorption represents effortless concentration, loss of self-consciousness, distortion of time, and intrinsic enjoyment; and interaction refers to a customer's participation in the offline and online activities of a company or brand, involving the sharing of thoughts, ideas, and feelings about experiences with the brand. Another study conducted by Rather and Sharma (2017), in the hospitality industry, also proved that CE is a multidimensional construct reflected by the five dimensions mentioned above (attention, absorption, enthusiasm, identification, and interaction).

2.5. Co-creation: a new trend in the outdoor hospitality industry

According to Brooker and Joppe (2013), the outdoor hospitality sector, which includes campgrounds, caravan parks, recreation vehicle parks, and glamping has repositioned itself to a versatile recreation experience, as an alternative form of accommodation or lifestyle, due to personal and interpersonal needs for escape, rest, relaxation, personal wellness, social interaction, freedom, and discovery. Moreover, the authors claimed that camping is a form of outdoor recreation that is both part activity and accommodation, the different levels of comfort, style, and uniqueness have contributed to its popularity.

Milohnić, Bonifačić and Licul (2019), explored the trends and perspectives of the transformation of camping into glamping. The term “glamping” results from the combination of the words “glamorous” and “camping”, and it can be described as a form of camping involving accommodation and facilities more luxurious than those associated with traditional camping, the authors proved that all the groups (campsite managers, the manufacturers of glamping and camping equipment, and campsite guests), considered glamping as the future and expected an increase in future demand for glamping accommodation. Moreover, the authors found that the implementation of new and innovative accommodation in camping will contribute to the competitiveness of campsites and holiday parks.

The concept of co-creation is considered a popular recent research topic within the field of the hospitality industry and tourism (Im & Qu, 2017). As growth and value creation have become central objectives for managers, the interaction between brands and consumers is the core of value creation and value extraction, mainly due to the shift to experiences. The firm-centric view, where the focus was clearly on connecting the customer to the company's offerings is being challenged not by new competitors, but by communities of connected, informed, empowered, and active consumers. Co-creation is about joint creation of value by

The use of Co-creation in Camping and its relationship with Customer Engagement

the company and the consumer to achieve unique personalized experiences and where consumers have active dialogue, access, transparency, and understanding of risk-benefits from the design to the consumption phase (see Figure 2.3) (Prahalad & Ramaswamy, 2004). As mentioned by the authors “*High-quality interactions that enable an individual customer to co-create unique experiences with the company are the key to unlocking new sources of competitive advantages*”.

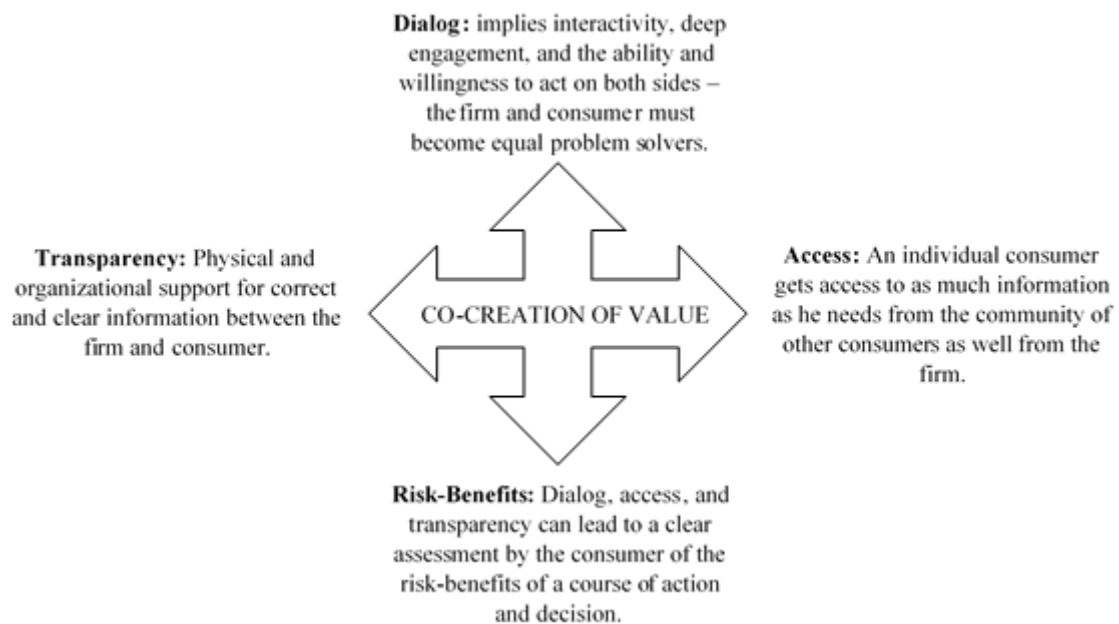


Figure 2. 3- Building Blocks of Interactions: The DART Model

Source: Self-elaboration adapted from Prahalad and Ramaswamy (2004).

Customer involvement in co-creative service innovation can occur at three levels: a low level of involvement where the customer is only present; a moderate level of involvement where the service is delivered with the customer inputs; and a high level of involvement where customers act as co-producers of the service. Co-creation happens at the highest level of customer involvement (Sarmah *et al.*, 2017). Shin, Perdue and Pandelaere (2019), defined two types of value co-creation, in the tourism context, experiential value co-creation and knowledge value co-creation, both based on tourist engagement, but with different co-creation processes. While experiential value co-creation refers to tourists’ input or involvement in designing their service experiences in the pre-travel or on-travel stage, knowledge value co-creation indicates tourists’ engagement in sharing knowledge or resources with a company in the on-travel or post-travel stage.

Tourism consumption in the context of camping often involves spending time with peers and significant others, interacting and connecting with strangers, or simply being co-present as

part of a larger collective, the social value can be formed by tourists' customer-to-customer (C2C) interactions (Rihova, Buhalis, Gouthro & Moital, 2018).

Yi and Gong (2003) described two types of behaviors, customer participation behaviors, and customer citizenship behaviors. Customer participation behaviors is a basic customer in-role behavior required for value co-creation and include: 1) information seeking – customers want information about the service and need information about how to perform their tasks as value co-creators, which reduces customer uncertainty regarding value co-creation with employees; 2) information sharing – customers must provide essential information so employees can deliver the service that meets their particular needs; 3) responsible behavior – for successful value co-creation customers need to be cooperative; and, 4) personal interaction – this dimension refers to interpersonal relations between customers and employees, including aspects such as courtesy, friendliness, and respect. On the other hand, customer citizenship behaviors are related to customers' suggestions for service improvement, helping other customers, and spreading positive word-of-mouth, including: 1) feedback – customers provide solicited and unsolicited information to the employee, offering guidance and suggestions to improve the service delivered; 2) advocacy – refers to the recommendation of the service to others, it indicates commitment to the firm; 3) helping – refers to customer behavior at assisting other customers, customers recall their own difficult experiences and display a sense of social responsibility to help other customers experiencing similar difficulties; and, 4) tolerance - refers to customer willingness to be patient when the service delivery does not meet the customer's expectations of adequate service, therefore, they are not necessarily required for value co-creation.

The definitions of value co-creation are vast but, it can be described as the process of active interaction between the firm and its consumers in order to create value. This value is focused on improving customer's experience through tailoring the service to the specific needs and wants of the individual customer, being this of particular importance in the hospitality industry, leading to higher levels of customer satisfaction. *“In such a highly competitive environment (...), creating superior value for customers is or should be the core objective of any hospitality firm”* (Mansilla *et al.*, 2019:51). According to the same authors, if customers perceive that it is actively being offered a pleasant context for customer participation throughout the process, this might enhance their perception of the value of the firm.

It is important to understand that co-creation is not about staging experiences, but co-constructing personalized experiences, so managers need to create an experience environment within which individual consumers can create their own unique personalized experience based

The use of Co-creation in Camping and its relationship with Customer Engagement

on how they want to interact with the company, making the consumer-company interaction the locus of value creation (Prahalad & Ramaswamy, 2004). Moreover, Kallmuenzer, Peters and Buhalis (2019) stated that social interactions between hospitality firms and customers can contribute to knowledge sharing, information exchange, co-production of products and services, and creation of value to firms and customers, which enables customers to engage in a co-creation service process that can develop positive values and benefit both the firm and customer.

Table 2. 1- Concepts of Co-creation

Source: Own elaboration.

Author(s)	Concept	Year
Prahalad & Ramaswamy	Co-creation is about joint creation of value by the company and the consumer to achieve unique personalized experiences and where consumers have active dialogue, access, transparency, and understanding of risk-benefits from the design to the consumption phase.	2004
Mansilla, Contrí & Cantallops	Co-creation is the process of active interaction between the firm and its consumers in order to create value. This value is focused on improving customer's experience through tailoring the service to the specific needs and wants of the individual customer.	2019
Ind & Coates	Co-creation is a term that commonly describes a shift in considering organization as a definer of value to a more participative process in which people and organizations together generate and develop meaning.	2013
Saarijärvi, Kannan & Kuusela	The concepts 'value' 'co' and 'creation' may refer to different types of value (for the company or the customer) through different processes (B2C, B2B, C2B or C2C) and with different actors (the company and/or the customer).	2013
Galvagno & Dalli	Co-creation is the joint, collaborative, concurrent, peer-like process of producing new value, both materially and symbolically.	2014
Vargo & Lusch	Co-creation represents a fundamental component of the S-D (Service-Dominant) logic perspective, value, then, becomes a joint function of the actions of the provider(s) and the consumer(s) but is always determined by the consumer.	2006
Bendapudi & Leone	The post-modern marketing perspective of co-creation focuses on the interventionist role of consumers in the design and provision of supplies for the market, defining consumers as prosumers.	2003
Shamim & Ghazali	Customers' value co-creation attitude refers to their intention to engage in direct interaction with companies for the co-creation of value. Moreover, such attitude involves interaction, knowledge sharing, and responsive attitudes.	2016
Yen, Teng & Tzeng	Customer co-creation service experience implies an actual interaction with the customer in the service process.	2020

Ahn, Back, Barišić & Lee	Value co-creation refers to joint collaborative activities by direct and indirect interactions between customers and integrated resorts (firms).	2020
Shin, Perdue & Pandelaere	Experiential value co-creation refers to tourists' input or involvement in designing their service experiences in the pre-travel or on-travel stage. On the other hand, knowledge value co-creation indicates tourists' engagement in sharing knowledge or resources with a company in the on-travel or post-travel stage.	2019

2.6. Customer Engagement Behaviors and Co-Creation Behaviors

Binkhorst and Dekker (2009) stated that tourism is an experience network, where visitors can engage in co-creating their own tourism experiences, being customer engagement critical in the value creation process. According with Yi and Gong (2003), the core concept of service-dominant logic in marketing is that the customer is always a co-creator of value, and as active participants and collaborative partners in relational exchanges, customers co-create value with the firm through involvement in the entire service-value chain. Moreover, Yen, Teng and Tzeng (2020) argued that the service-dominant logic emphasizes the importance of customer engagement and dialog during the co-creation process.

Jaakkola and Alexander (2014) conceptualized the role of customer engagement behavior (CEB) in value co-creation within a multi-stakeholder service system, and proposed that CEB affects value co-creation by virtue of customers diverse resource contributions towards the firm that modify or augment the offering, thus changing the perceptions, preferences, expectations or actions of all the stakeholders.

Merrilees (2016) constructed a conceptual model claiming that an interactive brand experience can influence customer engagement and further influence customer value co-creation. Solem (2016) indicated that customers express higher degrees of customer engagement when they emotionally, cognitively, or intentionally engage in a particular activity, being customer engagement a key driver of customer participation. Zhang, Guo, Hu and Liu (2016) affirmed that customer engagement in company social networks can enhance customer benefits and values, thereby enhancing customer value co-creation from an information management perspective.

Furthermore, as customers become more engaged in the service process, they can experience more of the service products and share their experience and information with other customers (Pansari & Kumar, 2016).

The use of Co-creation in Camping and its relationship with Customer Engagement

Aluri, Price and McIntyre (2019) demonstrated that customer engagement is a critical influence and predicts consumer's attitudes and behaviors in the hospitality and tourism industry. Moreover, a study conducted by Ou, Wong, Prentice and Liu (2020) in the tourism industry concluded that understanding customer engagement may help organizations better manage their relationships with their clients and referred the importance of customer's preferences and behaviors to CE. An integrative framework for the perceived psychological benefits in the brand co-creation process was proposed by Hsieh and Chang (2016) and it was concluded that brand-self connection and perceived psychological benefits of brand co-creation tasks facilitate consumer to participate, and these perceived benefits influence the establishment of brand co-creation engagement, leading to a strengthened brand relationship.

Research of online reviews for hospitality products was conducted by Bilro, Loureiro and Guerreiro (2019) and discovered that consumers with high brand engagement had a higher tendency to recommend the businesses to others. Furthermore, Kim, Kim and Lee (2019) developed a study within local and global coffee brands and confirmed that global connectedness and consumer ethnocentrism played critical roles in promoting brand engagement, and brand engagement further enhanced customers' brand citizenship behaviors. It was concluded by Yen, Teng and Tzeng (2020) that customer engagement has a positive relationship with customer participation and citizenship behaviors regarding a study about coffee shops.

3. Methodology

With the objective of investigating the existing relationship between customer value co-creation behaviors and customer engagement, in the outdoor hospitality sector, in Portugal, an online questionnaire was developed and distributed on social media, targeting guests from CCL - Clube de Campismo de Lisboa. CCL is a camping club composed by 8 campsites, in Almornos, Costa da Caparica, Costa Nova, Ferragudo, Melides, Gameiro, Campo Maior and Avis. A pre-test was conducted with 10 participants before the formal questionnaire was distributed to ensure that the questionnaire content was clear, robust, and comprehensive, the necessary changes were made considering the answers from the pre-test (see Appendix A). The questionnaire was translated and distributed in Portuguese, therefore some measurement scales were adapted to the camping context, in order that the items would be more suitable for the purpose of this study.

This study adopted the customer engagement scale validated by Rather and Sharma (2017), in the tourism industry, which was built on So *et al.* (2014) conceptualization of CE, and included the measures: attention (5 items), absorption (6 items), enthusiasm (5 items), identification (4 items), and interaction (4 items) to determine customer engagement perceptions among the participants (Table 4.1). This scale was used because it has satisfactory reliability and has been employed to measure the extent of customer engagement in the tourism and hospitality context (Yen *et al.*, 2020).

The use of Co-creation in Camping and its relationship with Customer Engagement

Table 3. 1- Measurement scale sources of Customer Engagement

Source: Own elaboration.

CONSTRUCT	SUB-CONSTRUCTS	ITEMS	AUTHORS
CUSTOMER ENGAGEMENT	Absorption (ABS)	When I am interacting with this camping club, I forget everything else around me (ABS1) Time flies when I am interacting with this camping club (ABS2) When I am interacting with the camping club, I get carried away (ABS3) When interacting with the camping club, it is difficult to detach myself (ABS4) When I am at this camping club, I feel immersed (ABS5) I feel happy when I am at this camping club (ABS6)	Rather and Sharma (2017)
	Enthusiasm (ENT)	I am passionate about this camping club (ENT1) I am enthusiastic about this camping club (ENT2) I feel excited about this camping club (ENT3) I love this camping club (ENT4) I am heavily into this camping club (ENT5)	
	Attention (ATN)	I pay a lot of attention to anything about this camping club (ATN1) I like to learn more about this camping club (ATN2) Anything related to this camping club grabs my attention (ATN3) I concentrate a lot on this camping club (ATN4) I like learning more about this camping club (ATN5)	
	Identification (ID)	When someone criticizes this camping club, it feels like a personal insult (ID1) When I talk about this camping club, I usually say “we” rather than “they” (ID2) This camping club successes are my successes (ID3) When someone praises this camping club, it feels like a personal compliment (ID4)	
	Interaction (INT)	In general, I like to get involved in camping club discussions others in the camping club (INT1) I am someone who enjoys interacting with like-minded (INT2) In general, I thoroughly enjoy exchanging ideas with other people in the camping club (INT3) I often participate in activities of this camping club (INT4)	

This study used the scale developed by Yi and Gong (2003) to measure customers’ perceptions of value co-creation behaviors. Customer participation behaviors included: information seeking (3 items), information sharing (4 items), responsible behavior (4 items), and personal interaction (5 items). Customer citizenship behaviors included: feedback (3 items), advocacy (3 items), helping (4 items), and tolerance (3 items). The reason for employing this scale was because it is commonly used in the tourism and service context (Table 4.2).

The use of Co-creation in Camping and its relationship with Customer Engagement

Table 3. 2- Measurement scale sources of Customer Co-creation Behaviors

Source: Own elaboration

CONSTRUCT		SUB-CONSTRUCTS	ITEMS	AUTHORS
CUSTOMER'S CO-CREATION BEHAVIOR	CUSTOMER'S PARTICIPATION BEHAVIOR	Information Seeking (ISK)	I have asked others for information on what this camping club offers (ISK1) I have searched for information on where this camping club is located (ISK2) I have paid attention to how others behave to use this camping club well (ISK3)	Yi and Gong (2003)
		Information Sharing (ISH)	I clearly explained what I wanted the employees to do (ISH1) I gave the employees proper information (ISH2) I provided necessary information so that the employees could perform his or her duties (ISH3) I answered all the employee's service-related questions (ISH4)	
		Responsible Behavior (RB)	I performed all the tasks that are required (RB1) I adequately completed all the expected behaviors (RB2) I fulfilled all the responsibilities to the business (RB3) I followed the employee's directives or orders (RB4)	
		Personal Interaction (PI)	I was friendly to the employees (PI1) I was kind to the employees (PI2) I was polite to the employees (PI3) I was courteous to the employees (PI4) I didn't act rudely to the employees (PI5)	
	CUSTOMER'S CITIZENSHIP BEHAVIOR	Feedback (FD)	If I have a useful idea on how to improve service, I let the employee know (FD1) When I receive good service from the employee, I comment about it (FD2) When I experience a problem, I let the employee know about it (FD3)	
		Advocacy (ADV)	I said positive things about the camping club and the employees to others (ADV1) I recommended the camping club and the employees to others (ADV2) I encouraged friends and relatives to visit the camping club (ADV3)	
		Help (HLP)	I assist other customers if they need my help (HLP1) I help other customers if they seem to have problems (HLP2) I teach other customers to use the service correctly (HLP3) I give advice to other customers (HLP4)	
		Tolerance (TOL)	If a service is not delivered as expected, I would be willing to put up with it (TOL1) If the employee makes a mistake during service delivery, I would be willing to be patient (TOL2) If I have to wait longer than I normally expected to receive the service, I would be willing to adapt (TOL3)	

Moreover, demographic characteristics were collected to facilitate profiling the respondents (i.e.: gender, age, educational level, monthly income, professional situation, and nationality), the questionnaire items were presented on a 7-point Likert-Scale, ranging from 1 (strongly disagree) to 7 (strongly agree). Any item that receives a high score indicates that the participant shows a high level of perception and consent towards the item in the questionnaire.

To spread the questionnaire, it was used Google Forms (docs.google.com). This online platform presents several benefits, such as simple to operate, quick to complete, and easy for participants to respond to, another advantage is that the survey's results can be directly extracted from the platform to an Excel spreadsheet, which in turn can be imported to IBM SPSS Statistics software for analyzing data.

For this study, the questionnaire was structured in seven sections, the first one contained a brief explanation of the research and the concept of co-creation, to contextualize respondents and clarify that the results would only be used for academic purposes. The second section was composed of a verification question to ensure that the respondents had visited CCL, and the questionnaire ended automatically for those who answered “no”. The third section concerned the campsites, to understand which ones the respondent had visited and the average of visits. Then, there were three sections regarding the constructs, exposing all the corresponding dimensions and items. Finally, the seventh section concerned the sociodemographic variables mentioned above.

3.1. Conceptual Model and Hypotheses Development

This chapter concerns the creation of a conceptual framework for the study and development of hypotheses to reach conclusions. Both the conceptual model and the hypotheses were obtained through an extensive study of previous research, exposed in the literature review and on the scale measurement mentioned above. The hypotheses presented will be tested with the purpose of clarifying the role of customer engagement and its dimensions in customer co-creation behaviors, i.e., in customer participation behaviors and customer citizenship behaviors, in the Portuguese camping sector. Hence, the present research will exhibit the effects of customer engagement in customer co-creation behaviors of camping guests, and what camping managers can still improve in order to engage their customers, leading them to co-create unique and personalized experiences together. Several authors have mentioned the importance of customer engagement in customer co-creation behaviors (see Chapter 2.6), however, there is no research regarding the relationship of this constructs in the Portuguese camping sector, based on this the following hypotheses were formed:

H1: Customer engagement is positively associated with customer participation behaviors.

H1a: Absorption, enthusiasm, attention, identification, and interaction influence simultaneous, customer participation behaviors significantly and positively.

H2: Customer engagement is positively associated with customer citizenship behaviors.

H2a: Absorption, enthusiasm, attention, identification, and interaction influence simultaneous, influences customer citizenship behaviors significantly and positively.

Based on this reasoning the following conceptual model is proposed:

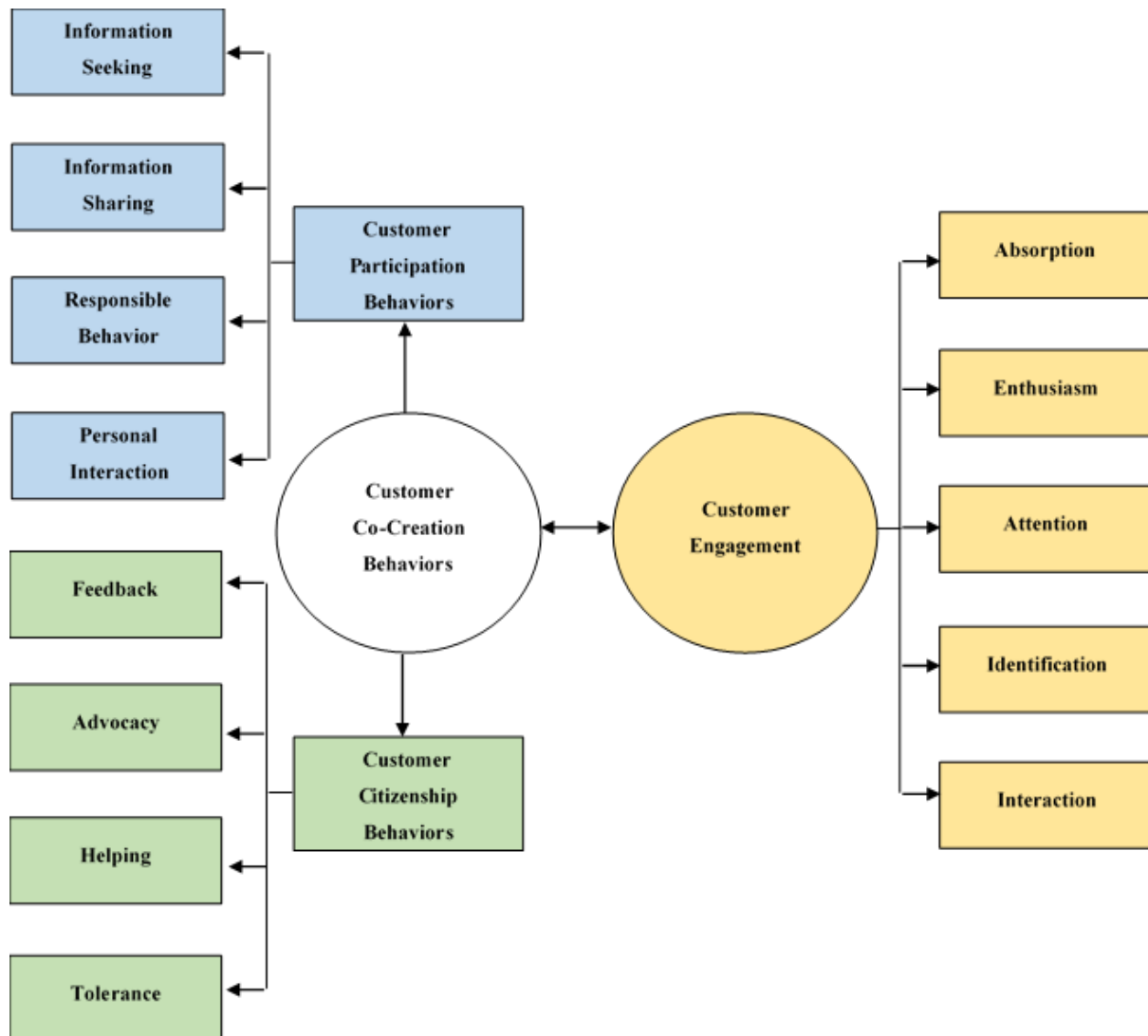


Figure 3. 1- Proposed Model

Source: Own elaboration

The conceptual model for the present study is based on Yen, Teng and Tzeng (2020) research model, that proposes innovativeness as an antecedent to customer value co-creation behaviors and customer engagement as its mediator. Here, the role of customer engagement is studied to understand its impact on customer co-creation behaviors (customer participation behaviors and customer citizenship behaviors), the current study follows a positivistic approach, meaning that there is a positive association among each of the constructs.

4. Data Analysis

By distributing the questionnaire for around one month (from September until October of 2020), it was possible to collect a total of 130 valid responses. After downloading the questionnaire responses from Google Forms, data was exported to Excel, in order to be coded and adapted to fit the chosen statistical program – IBM SPSS Statistics 26.

4.1. Sample Profile

Among the respondents who submitted valid responses, 79 were women and 51 were men, which corresponds to a percentage of 60,8% and 39,2%, respectively, as shown in Figure 4.1 (see Appendix B).

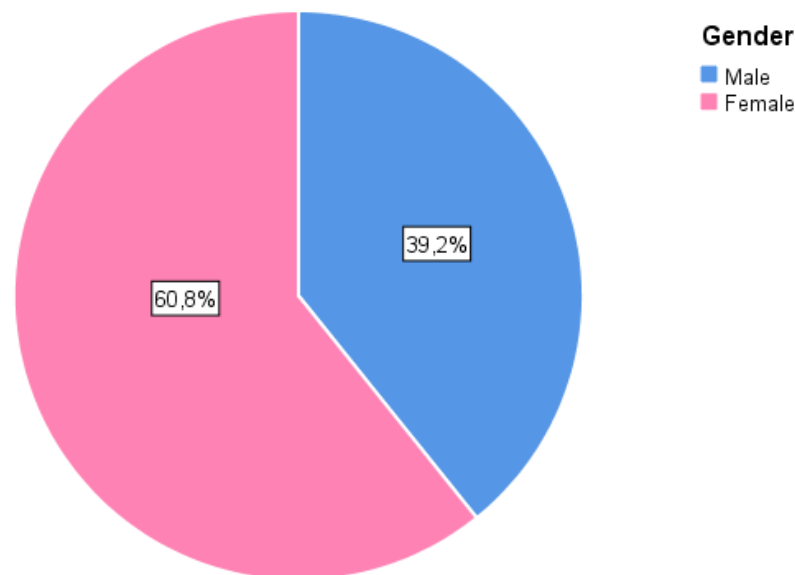


Figure 4. 1- Gender Distribution

Source: Own elaboration based on SPSS outputs

Regarding age (Appendix B), the majority of the respondents are aged between 18-24 years old, corresponding to 25.4% of the sample. Moreover, 50.8% of the respondents are aged between 18 and 44 years old, which represents just over half of the sample, and the remaining 49.2% are over 44 years old. Furthermore, the mean of the age groups is 3.35, indicating that the average age of the sample is positioned between the third and the fourth age groups, corresponding to the age between 35 and 54 years old (Table 4.1).

The use of Co-creation in Camping and its relationship with Customer Engagement

Table 4. 1- Age distribution

Source: Own elaboration based on SPSS outputs

	Frequency	Percent	Cumulative Percent
18-24	33	25,4	25,4
25-34	14	10,8	36,2
35-44	19	14,6	50,8
45-54	25	19,2	70,0
55-64	16	12,3	82,3
≥65	23	17,7	100,0
Total	130	100,0	

Concerning the education level (Appendix D), the majority of the respondents (54.6%) has High School, 39.2% of the sample has a University Degree (Bachelor, Master or Doctorate Degree), and only 6.2% has Basic Education (Table 4.2)

Table 4. 2- Level of education distribution

Source: Own elaboration based on SPSS outputs

	Frequency	Percent	Cumulative Percent
Basic Education	8	6,2	6,2
High School	71	54,6	60,8
Bachelor Degree	36	27,7	88,5
Master's Degree	14	10,8	99,2
Doctorate Degree	1	0,8	100,0
Total	130	100,0	

Regarding the professional situation (Appendix E) of the respondents (Figure 4.2), the majority is employed (57.7%), after employed, the most common professional situation of the sample is retired (21.5%), 17% of the sample is either studying or unemployed, and the minority are student-worker (3.8%).

The use of Co-creation in Camping and its relationship with Customer Engagement

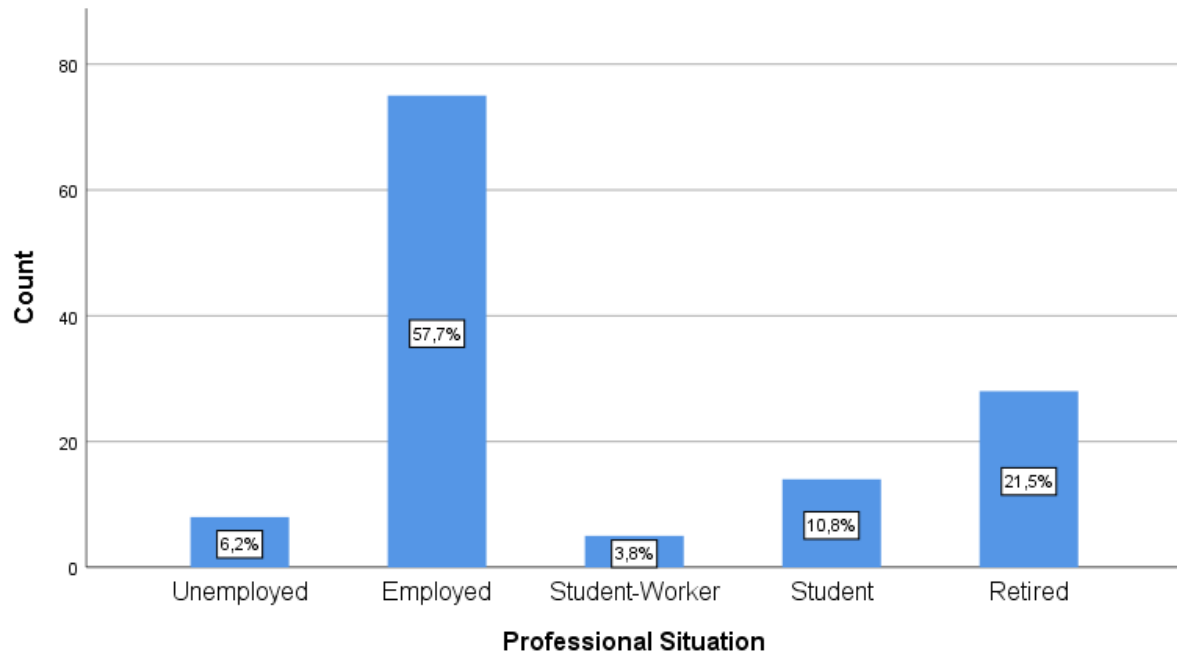


Figure 4. 2- Professional Situation distribution

Source: Own elaboration based on SPSS outputs

Concerning the monthly income (Appendix F), the majority of the respondents has a monthly income between 500€ and 1500€, which corresponds to 60% of the sample, 19.2% of the respondents has a monthly income inferior to 500€, and only 2.3% of the respondents has more than 2500€ (Table 4.3).

Table 4. 3- Monthly Income distribution

Source: Own elaboration based on SPSS outputs

	Frequency	Percent	Cumulative Percent
Less than 500€	25	19,2	19,2
500€ - 1500€	78	60,0	79,2
1501€ - 2500€	24	18,5	97,7
More than 2500€	3	2,3	100,0
Total	130	100,0	

The last demographic variable presented in the questionnaire to be analyzed was nationality, and all the respondents were Portuguese (Appendix G).

The use of Co-creation in Camping and its relationship with Customer Engagement

To complete the sample profile, it is necessary to address also the three questions in the third section of the survey, concerning which campsites have the respondents already visited, the numbers of visits made in the past three years (Appendix H) and, lastly, the average of the respondents visits to CCL, per year (Appendix I). Regarding the first question, Ferragudo is the most visited campsite by the respondents, with 114 answers, followed by Costa da Caparica, Melides and Almornos, respectively, as seen in Figure 4.3.

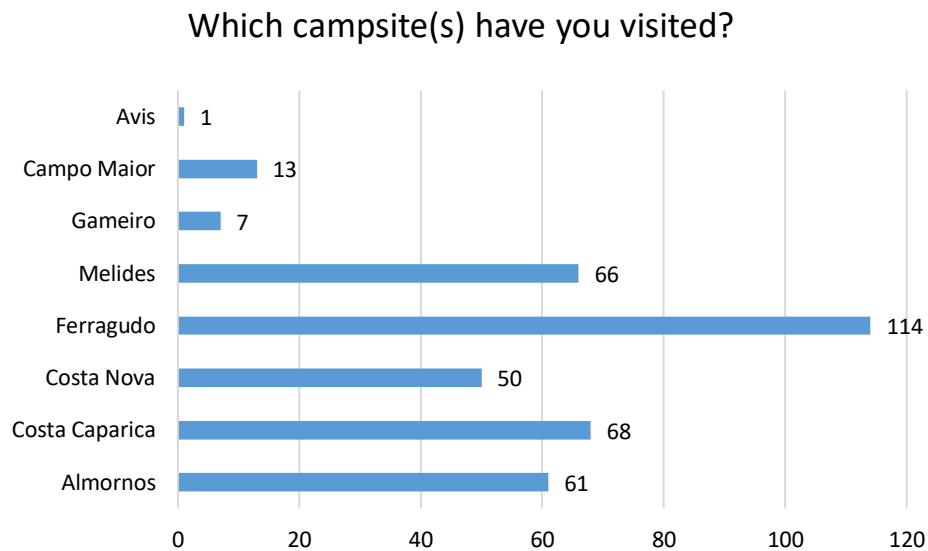


Figure 4. 3- Visited Campsites distribution

Source: Own elaboration

Additionally, the majority of respondents (46.2%) made more than 10 visits to CCL in the past 3 years, and only 7.7% of the sample made one visit or has not visited CCL at all, in the past 3 years (Table 4.4).

Table 4. 4- Visits made to CCL, in the past 3 years, distribution

Source: Own elaboration based on SPSS outputs

	Frequency	Percent	Cumulative Percent
Only 1 visit or none	10	7,7	7,7
Between 2 to 5 visits	38	29,2	36,9
Between 6 to 10 visits	22	16,9	53,8
More than 10 visits	60	46,2	100,0
Total	130	100,0	

Finally, the majority of respondents (57.7%) visits CCL more than two times per year, and the remaining 42.3% of the sample makes two visits maximum per year (Table 4.5).

The use of Co-creation in Camping and its relationship with Customer Engagement

Additionally, the majority of the respondents who visits CCL more than two times per year (26.7%) are aged 65 years old or older (Appendix J).

Table 4. 5 - Average visits to CCL, per year, distribution

Source: Own elaboration based on SPSS outputs

	Frequency	Percent	Cumulative Percent
Less than 1 visit per year	7	5,4	5,4
One visit per year	25	19,2	24,6
Two visits per year	23	17,7	42,3
More than two visits per year	75	57,7	100,0
Total	130	100,0	

4.2. Descriptive Statistics

The following section provides the results of the Descriptive Analysis calculated through SPSS Statistics 26. The examination of the Mean, Standard Deviation, Skewness, and Kurtosis was done for each item included in the conceptual model, as well as for the new subconstructs that represent every construct. The list of the total analysis of the items, dimensions, and constructs regarding Customer Engagement can be found in Appendix K, and regarding Customer Co-Creation Behaviors in Appendix L.

4.2.1. Customer Engagement

By computing the Means of every dimension regarding Customer Engagement the construct CE was created. This construct comprises 24 items divided by 5 dimensions, which are Absorption (ABS), Enthusiasm (ENT), Attentions (ATN), Identification (ID), and Interaction (INT), based on Rather and Sharma (2017) measurement scale. The values of the Mean, Standard Deviation, Swewness, and Kurtosis are exhibited in Table 4.6.

Table 4. 6 - Descriptive Statistics of Customer Engagement

Source: Own elaboration based on SPSS outputs

Customer Engagement	Mean	Std. Deviation	Skewness	Kurtosis
ABS1: When I am interacting with this camping club, I forget everything else around me	5,48	1,591	-0,893	-0,126
ABS2: Time flies when I am interacting with this camping club	5,72	1,604	-1,162	0,275

The use of Co-creation in Camping and its relationship with Customer Engagement

ABS3: When I am interacting with the camping club, I get carried away	5,35	1,760	-0,846	-0,418
ABS4: When interacting with the camping club, it is difficult to detach myself	5,36	1,822	-0,849	-0,438
ABS5: When I am at this camping club, I feel immersed	5,09	1,705	-0,737	-0,394
ABS6: I feel happy when I am at this camping club	5,94	1,467	-1,314	0,695
Absorption (ABS)	5,49	1,501	-0,965	-0,002
ENT1: I am passionate about this camping club	5,18	1,640	-0,685	-0,411
ENT 2: I am enthusiastic about this camping club	5,26	1,626	-0,696	-0,610
ENT3: I feel excited about this camping club	5,23	1,849	-0,816	-0,629
ENT4: I love this camping club	5,34	1,811	-0,804	-0,656
ENT5: I am heavily into this camping club	5,32	1,721	-0,650	-0,871
Enthusiasm (ENT)	5,26	1,623	-0,743	-0,690
ATN1: I pay a lot of attention to anything about this camping club	5,08	1,583	-0,390	-0,819
ATN2: I like to learn more about this camping club	5,26	1,543	-0,590	-0,410
ATN3: Anything related to this camping club grabs my attention	5,28	1,550	-0,626	-0,573
ATN4: I concentrate a lot on this camping club	4,89	1,634	-0,268	-0,932
ATN5: I like learning more about this camping club	4,75	1,739	-0,413	-0,752
Attention (ATN)	5,05	1,491	-0,384	-0,798
ID1: When someone criticizes this camping club, it feels like a personal insult	4,32	2,106	-0,248	-1,336
ID2: When I talk about this camping club, I usually say “we” rather than “they”	5,18	1,931	-0,754	-0,705
ID3: This camping club successes are my successes	4,26	1,943	-0,189	-1,191
ID4: When someone praises this camping club, it feels like a personal compliment	4,65	2,145	-0,343	-1,411
Identification	4,60	1,855	-0,295	-1,338
INT1: In general, I like to get involved in camping club discussions others in the camping club	5,05	1,665	-0,422	-0,926
INT2: I am someone who enjoys interacting with like-minded	5,42	1,462	-0,587	-0,808
INT3: In general, I thoroughly enjoy exchanging ideas with other people in the camping club	5,36	1,484	-0,615	-0,516
INT4: I often participate in activities of this camping club	4,57	1,988	-0,245	-1,245
Interaction (INT)	5,10	1,452	-0,423	-0,955
Customer Engagement (CE)	5,10	1,396	-0,559	-0,756

From Table 4.6, is possible to observe that the item *ABS6: I feel happy when I am at this camping club* corresponds to the highest Mean, with a value of 5.94, which implies a good level

of agreement in the respondent's answers. In contrast, the item *ID3: This camping club successes are my successes*, corresponds to the lowest Mean, with a value of 4.26, which signifies the level of agreement among participants is between "Neither Agree or Disagree" and "Somewhat Agree".

Regarding the Standard Deviation, the item with a higher value is *ID4: When someone praises this camping club, it feels like a personal compliment* (2.145), followed by *ID1: When someone criticizes this camping club, it feels like a personal insult* (2.106), which means that there is a big disparity among the participant's answers. The item *INT2: I am someone who enjoys interacting with like-minded* has the lowest Std. Deviation (1.462), meaning that the participants answered more similarly to this item.

The Mean for Customer Engagement (CE) is 5.10, which represents a level of agreement between "Somewhat Agree" and "Agree" in the Likert Scale from 1 to 7, the dimension Absorption (ABS) is the one with the highest Mean, with a value of 5.49, on the other hand, the dimension Identification (ID) is the one that influences Customer Engagement more negatively with a Mean of 4.60. Moreover, the value of Skewness for the construct CE is -0.559 which belongs to the interval [-2; +2], as all the items that are comprised in the CE construct, therefore it is possible to assume that the data follows a normal distribution. The value of Kurtosis of CE is -0.756, which is also, comprised in the interval [-2; +2], as all the items that are comprised in the CE construct, thus indicating the normality of the distribution.

4.2.2. Customer Co-Creation Behaviors

The construct CPB was created by computing the Means of the dimensions regarding Customer Participation Behaviors, which includes 16 items divided by 4 dimensions: Information Seeking, Information Sharing, Responsible Behavior, and Personal Interaction, respectively, adapted from Yi and Gong (2003). The values of the Mean, Standard Deviation, Skewness, and Kurtosis are exhibited in Table 4.7.

Table 4. 7 - Descriptive Statistics of Customer Participation Behaviors

Source: Own elaboration based on SPSS outputs

Customer Participation Behaviors	Mean	Std. Deviation	Skewness	Kurtosis
ISK1: I have asked others for information on what this camping club offers	4,35	2,064	-0,282	-1,264

The use of Co-creation in Camping and its relationship with Customer Engagement

ISK2: I have searched for information on where this camping club is located	4,43	2,224	-0,326	-1,433
ISK3: I have paid attention to how others behave to use this camping club well	5,05	1,836	-0,684	-0,699
Information Seeking (ISK)	4,61	1,838	-0,392	-1,132
ISH1: I clearly explained what I wanted the employees to do	4,66	2,021	-0,448	-1,105
ISH2: I gave the employees proper information	4,75	1,992	-0,549	-0,941
ISH3: I provided necessary information so that the employees could perform his or her duties	4,95	1,908	-0,640	-0,719
ISH4: I answered all the employee's service-related questions	5,17	1,835	-0,789	-0,430
Information Sharing (ISH)	4,88	1,843	-0,580	-0,785
RB1: I performed all the tasks that are required	5,85	1,542	-1,411	0,965
RB2: I adequately completed all the expected behaviors	5,89	1,485	-1,370	0,730
RB3: I fulfilled all the responsibilities to the business	5,92	1,518	-1,381	0,825
RB4: I followed the employee's directives or orders	5,99	1,439	-1,351	0,590
Responsible Behavior (RB)	5,91	1,432	-1,376	0,753
PI1: I was friendly to the employees	6,27	1,212	-1,700	1,720
PI2: I was kind to the employees	6,28	1,168	-1,655	1,671
PI3: I was polite to the employees	6,35	1,166	-1,810	2,110
PI4: I was courteous to the employees	6,28	1,188	-1,681	1,725
PI5: I didn't act rudely to the employees	6,32	1,176	-1,816	2,175
Personal Interaction (PI)	6,30	1,166	-1,773	2,009
Customer Participation Behaviors (CPB)	5,43	1,266	-0,711	-0,582

The item with the highest Mean is *PI3: I was polite to the employees*, with a value of 6.35, corresponding to a level of agreement between “Agree” and “Strongly Agree” in the Likert Scale from 1 to 7. This item is also, the one with the lowest Std. Deviation, with a value of 1.166, meaning that there is a similarity in the answers of the respondents. On contrary, the item with the lowest mean is *ISK1: I have asked others for information on what this camping club offers*, with a value of 4.35. The highest Std. Deviation is observed at *ISK2: I have searched for information on where this camping club is located*, which is also, comprised in the Information Seeking dimension, with a value of 2.224, meaning that there is a bigger disparity in the respondent's answers at this item.

The use of Co-creation in Camping and its relationship with Customer Engagement

The Mean of CPB is 5.43 and Std. Deviation of 1.266. The Mean value represents a level between “Somewhat Agree” and “Agree” in the Likert Scale from 1 to 7. Concerning the Skewness, CPB presents a value of -0.711, which belongs to the interval [-2; +2], as all the items that are comprised in the CPB construct, thus confirming a normal distribution of the data. For Kurtosis, the items *PI3: I was polite to the employees* and *PI5: I didn't act rudely to the employees* are the only ones with values that do not fit in the interval of [-2; +2]. Nevertheless, the value of Kurtosis for the construct CPB is -0.582, thus it is possible to assume a normal distribution of the data.

The construct CCB was created by computing the Means of the dimensions regarding Customer Citizenship Behaviors, which includes 13 items divided by 4 dimensions: Feedback, Advocacy, Help, and Tolerance respectively, adapted from Yi and Gong (2003). The values of the Mean, Standard Deviation, Swewness, and Kurtosis are exhibited in Table 4.8.

Table 4. 8 - Descriptive Statistics of Customer Citizenship Behaviors

Source: Own elaboration based on SPSS outputs

Customer Citizenship Behaviors	Mean	Std. Deviation	Skewness	Kurtosis
FD1: If I have a useful idea on how to improve service, I let the employee know	5,72	1,550	-1,162	0,590
FD2: When I receive good service from the employee, I comment about it	5,96	1,416	-1,460	1,399
FD3: When I experience a problem, I let the employee know about it	5,96	1,512	-1,561	1,605
Feedback (FD)	5,88	1,358	-1,348	1,113
ADV1: I said positive things about the camping club and the employees to others	5,87	1,394	-1,087	0,142
ADV2: I recommended the camping club and the employees to others	5,83	1,605	-1,388	1,044
ADV3: I encouraged friends and relatives to visit the camping club	5,93	1,576	-1,489	1,320
Advocacy (ADV)	5,88	1,452	-1,270	0,586
HLP1: I assist other customers if they need my help	5,82	1,440	-1,141	0,427
HLP2: I help other customers if they seem to have problems	5,85	1,486	-1,271	0,693
HLP3: I teach other customers to use the service correctly	5,67	1,557	-1,184	0,698
HLP4: I give advice to other customers	5,65	1,599	-1,299	0,964
Help (HLP)	5,74	1,460	-1,206	0,507
TOL1: If a service is not delivered as expected, I would be willing to put up with it	5,22	1,377	-0,465	-0,542

The use of Co-creation in Camping and its relationship with Customer Engagement

TOL2: If the employee makes a mistake during service delivery, I would be willing to be patient	5,46	1,387	-0,857	0,026
TOL3: If I have to wait longer than I normally expected to receive the service, I would be willing to adapt	5,34	1,513	-0,798	-0,104
Tolerance (TOL)	5,34	1,338	-0,773	-0,026
Customer Citizenship Behaviors (CCB)	5,71	1,175	-1,240	0,939

The highest Mean corresponds to the items *FD2: When I receive good service from the employee, I comment about it* and *FD3: When I experience a problem, I let the employee know about it*, with a value of 5.96, representing a good level of agreement, the lowest Mean corresponds to the item *TOL1: If a service is not delivered as expected, I would be willing to put up with it*, with a value of 5.22, meaning that all the items that comprised the construct CCB, presented means, with a level of agreement between “Somewhat Agree” and “Agree”.

Concerning the Std. Deviation, the item with the highest value is *ADV2: I recommended the camping club and the employees to others*, with a value of 1.605, meaning that there is a bigger disparity among the respondent’s opinions on this item. The dimension Tolerance is the one that presents the lowest Std. Deviation, which implies that respondents answered more similarly to this item.

The Mean of CCB is 5.71 and the Std. Deviation 1.175. This value of the Mean represents a level of agreement between “Somewhat Agree” and “Agree” on the Likert Scale from 1 to 7. The value of Skewness for CCB is -1.240 and the value of Kurtosis is 0.939, thus both values fit in the interval [-2; +2], all the items that comprise the construct CCB presents values for Skewness and Kurtosis that also fit in the interval mentioned above, and the distribution of the data can be understood as symmetric and normal.

Finally, the construct Customer Co-Creation Behaviors (CCCB) was achieved through computing the means of the constructs mentioned above, CPB and CCB, as shown in Table 4.9. The Mean of CCCB has a value of 5.57, which is comprised between “Somewhat Agree” and “Agree”, in the Likert Scale from 1 to 7. The construct presents a Std. Deviation of 1.147. The value of Skewness is -1.017 and the value of Kurtosis is 0.424, thus it is possible to assume a normal distribution of data. Additionally, this is the value of Kurtosis of all constructs that is closer to 0, so closer to a perfectly normal distribution of data.

The use of Co-creation in Camping and its relationship with Customer Engagement

Table 4. 9 - Descriptive Statistics of Customer Co-Creation Behaviors

Source: Own elaboration based on SPSS outputs

Customer Co-Creation Behaviors	Mean	Std. Deviation	Skewness	Kurtosis
Customer Participation Behaviors (CPB)	5,43	1,266	-0,711	-0,582
Customer Citizenship Behaviors (CCB)	5,71	1,175	-1,240	0,939
Customer Co-Creation Behaviors (CCCB)	5,57	1,147	-1,017	0,424

4.3. Reliability Analysis

In order to assess the validity of the present research, it is necessary to conduct the reliability analysis of the Likert-type scales used in the questionnaire. Thus, it was used Cronbach's Alpha coefficient to evaluate the internal consistency of the items, according to Hair *et al.* (2014), this is the most widely used measure. Moreover, Gliem and Gliem (2003) affirm that it cannot be estimated for single items, therefore the analysis was conducted to discover the values of the coefficients for the three construct Customer Engagement, and the subconstructs Customer Participation Behaviors and Customer Citizenship Behaviors.

Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer it is to 1 the greater the internal consistency of the items in the scale Gliem and Gliem (2003). George and Mallery (2003) provide the following rules of thumb: “ $\alpha > .9$ – Excellent, $\alpha > .8$ – Good, $\alpha > .7$ – Acceptable, $\alpha > .6$ – Questionable, $\alpha > .5$ – Poor, and $\alpha < .5$ – Unacceptable” (p. 231).

In table 4.10, the values of the Cronbach's Alpha coefficient for the constructs are presented. The construct Customer Engagement, which includes 24 items, has the highest value of 0.976 (Appendix M), the subconstruct Customer Participation Behavior has a Cronbach's Alpha of 0.946 (Appendix N), and the subconstruct Customer Citizenship Behaviors has a value of 0.951 (Appendix O). Thus, concluding that all three have values of Cronbach's Alpha considered excellent, because they are higher than 0.9 (George and Mallery, 2003). To sum up, there is internal consistency of the items for every construct, and so respondents answered steadily to the items within each scale.

Table 4. 10 - Cronbach's Alpha coefficient

Source: Own elaboration based on SPSS outputs

Construct/ Subconstructs	Cronbach's Alpha
Customer Engagement	0,976
Customer Participation Behaviors	0,946
Customer Citizenship Behaviors	0,951

4.4. Simple and Multiple Regression Analysis

A) Simple Regression Analysis – Customer Engagement as Independent Variable and Customer Participation Behaviors as Dependent Variable

In order to address *H1: Customer engagement is positively associated with customer participation behaviors*, it was estimated a simple linear regression model by OLS (Ordinary Least Squares). The variable customer engagement was considered the independent variable and Customer Participation Behaviors the dependent variable, thus it was obtained the following theoretical model:

$$\begin{aligned} \text{Customer Participation Behaviors} \\ = \beta_0 + \beta_1 * \text{Customer Engagement} + \varepsilon \end{aligned} \quad (4.1)$$

From the Model Summary (see Appendix P), it is possible to conclude that there is a reasonably high positive correlation between Customer Engagement and Customer Participation Behaviors because $R=0.669$, besides $R\text{ Square}= 0,447$, which means that 44,7% of the variability in CPB is explained by CE. The test table of ANOVA (Oneway Analysis Of Variance), presents a value of $\text{Sig.}=0.000$, since it is <0.05 , conclude that the model under analysis is valid (see Appendix P).

By observing the Coefficients table (see Table 4.11), it is possible to conclude that in both cases $\text{sig} < 0.05$, so there is statistical evidence that the constant term should be included in the equation of the model, and that Customer Engagement significantly influences Customer Participation Behaviors. Moreover, $\beta_0= 2.333$ is the estimated level of Customer Participation Behaviors when the level of CE equals zero, and $\beta_1= 0.606$, means that a unit increase in the Customer Engagement score leads to an increase of 0.606 in Customer Participation Behaviors.

The use of Co-creation in Camping and its relationship with Customer Engagement

Table 4. 11- Coefficients - Effect of CE in CPB

Source: own elaboration based on SPSS outputs

	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	β	Std. Error			
Constant	2,333	0,315		7,405	0,000
Customer Engagement	0,606	0,060	0,669	10,176	0,000

The equation of the fitted regression model is the following:

$$\begin{aligned} & \text{fitted Customer Participation Behaviors} \\ & = 2.333 + 0.606 * \text{Customer Engagement} \end{aligned} \quad (4.2)$$

In order to be able to do prediction and generate conclusions to the population there are 7 assumptions of the linear regression model that have to be met: 1) the linearity of the relationship between X (CE) and Y (CPB), by construction, the theoretical model assumes linearity; 2) the mean of the residual component of the model is zero (see Appendix P); 3) the independent variables are not correlated with the residual terms, the Pearson Correlation is zero (see Appendix P); 4) there is no correlation among the residual terms, since the value of the Durbin-Watson is close to 2, residuals are assumed to independent (see Appendix P); 5) by examining the scatterplot (see Appendix P) conclude that the variance of the random term is constant; 6) the normality of the residuals is assured in the Histogram and Normal P-Plot (see Appendix P); 7) finally, analyzing the table of coefficients, there is no correlation among the explanatory variables, since Tolerance (TOL)= 1 >0.1 and Variance Inflation Factor (VIF)=1 <10 (see Appendix P). Therefore, all the assumptions hold.

B) Multiple Regression Analysis – Customer Engagement dimensions as Independent Variables and Customer Participation Behaviors as Dependent Variable

In order to test *H1a: Absorption, Enthusiasm, Attention, Identification and Interaction influence simultaneously Customer Participation Behaviors*, it was estimated a multiple linear regression model by OLS (Ordinary Least Squares). In this case Absorption, Enthusiasm, Attention, Identification and Interaction are de independent variables and Customer Participation is the dependent variables, so the theoretical model is the following:

$$\begin{aligned}
 & \text{Customer Participation Behaviors} && (4.3) \\
 & = \beta_0 + \beta_1 * \text{Absorption} + \beta_2 * \text{Enthusiasm} + \beta_3 \\
 & * \text{Attention} + \beta_4 * \text{Identification} + \beta_5 * \text{Interaction} + \varepsilon
 \end{aligned}$$

According to the Model Summary (see Appendix Q), there is a reasonably high positive correlation between Customer Engagement dimensions and Customer Participation Behaviors, since R= 0.693, and 48.1% of the variability in CPB is explained by the explanatory variables (Absorption, Enthusiasm, Attention, Identification and Interaction). Concerning the ANOVA test (see Appendix Q), the value of Sig.=0.000 <0.05, so conclude that the model under analysis is valid, which means at least some of the explanatory variables (ABS, ENT, ATN, ID and INT) used are important in explaining the dependent variable (CPB).

By observing Table 4.12, the equation of the fitted regression model is:

$$\begin{aligned}
 & \text{fittedCustomerParticipationBehaviors} && (4.4) \\
 & = 2.043 + 0.163 * \text{ABS} + 0.065 * \text{ENT} + 0.028 * \text{ATN} - 0.012 \\
 & * \text{ID} + 0.405 * \text{INT}
 \end{aligned}$$

Table 4. 12- Coefficients - Effect of CE dimensions in CPB

Source: own elaboration based on SPSS outputs

	Unstandardized Coefficients		Standardized Coefficients Beta		
	β	Std. Error		t	Sig.
Constant	2,043	0,350		5,840	0,000
Absorption	0,163	0,110	0,193	1,474	0,143
Enthusiasm	0,065	0,099	0,083	0,652	0,516
Attention	0,028	0,091	0,033	0,307	0,759
Identification	-0,012	0,079	-0,018	-0,154	0,878
Interaction	0,405	0,106	0,464	3,805	0,000

From analyzing the standardized Beta coefficients, it is possible to compare the magnitude of the effects of each dimension of Customer Engagement on Customer Participation Behaviors. In this case, Interaction is the most important variable to explain Customer Participation Behaviors, it has the largest standardized Beta coefficient, in absolute value (0.464). Moreover, the variable Identification has a negative impact on CPB.

Concerning the Coefficients table, analyzing the Sig. values to understand if the dimensions of CE are strongly associated with CPB or not, it is possible to conclude that only the dimension Interaction is useful and should be kept in the model, with a Sig.<0.05 (Sig.= 0.000). The

remaining dimensions have Sig. values higher than 0.05, thus concluding they are not useful in explaining the model. In this case, it is necessary to repeat the commands in SPSS without the variables ABS, ENT, ATN and ID to estimate a new model, including only the variable INT.

C) Simple Regression Analysis – Interaction as Independent Variable and Customer Participation Behaviors as Dependent Variable

The following theoretical model was obtained:

$$Customer\ Participation\ Behaviors = \beta_0 + \beta_1 * Interaction + \varepsilon \quad (4.5)$$

Through the Model Summary table (see Appendix R), it is possible to affirm that there is a reasonably high correlation between Interaction and Customer Citizenship Behaviors ($R=0.667$) and that 44.4% of the variability in CPB is explained by Interaction. The ANOVA table (see Appendix R) confirms the validity of the model, since $Sig.=0.000$, which is lower than 0.05.

Table 4. 13 - Coefficients - Effect of Interaction in CPB

Source: own elaboration based on SPSS outputs

	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	β	Std. Error			
Constant	2,464	0,304		8,094	0,000
Interaction	0,581	0,057	0,667	10,117	0,000

In Table 4.13, the unstandardized coefficients β are the estimated coefficients of the regression model, so the equation of the fitted regression model is:

$$fittedCustomerParticipationBehaviors = 2.464 + 0.581 * Interaction \quad (4.6)$$

A value of $\beta_0 = 2.464$ is the estimated level of Customer Participation Behaviors when the level of Interaction is zero, and $\beta_1 = 0.581$ means that a unit increase in the Interaction leads to an increase of 0.581 in CPB. In both cases the values of Sig. are lower than 0.05, so conclude there is statistical evidence that the constant term should be included in the equation of the model, and that Interaction significantly influences CPB.

Checking the assumptions of the chosen model, all of them hold, by construction, the theoretical model assumes linearity between Interaction and Customer Participation Behaviors, by observing the table of Residuals Statistics (see Appendix R) the mean of the residual is zero, the independent variables are not correlated with the residual terms, by looking at the Pearson Correlation (see Appendix R), the value of Durbin-Watson on the table of Model Summary (see Appendix R) is close to 2, thus concluding there is no correlation among the residual terms, analyzing the Scatterplot (see Appendix R), the variance of the random term is constant, according to the Histogram and the Normal P-Plot (see Appendix R), it is assumed the normality of the residuals, and finally, there is no correlation among the explanatory variables, since the value of Tolerance (TOL) is higher than 0.1 and the Variance Inflation Factor (VIF) is lower than 10, values presented in the Coefficients table (Appendix R).

D) Simple Regression Analysis – Customer Engagement as Independent Variable and Customer Citizenship Behaviors as Dependent Variable

To be able to address *H2: Customer engagement is positively associated with customer citizenship behaviors*, it was estimated a simple linear regression model by OLS (Ordinary Least Squares), Customer Engagement was considered the independent variable and Customer Citizenship Behaviors the dependent variable. Thus, the following theoretical model was obtained:

$$\text{Customer Citizenship Behaviors} = \beta_0 + \beta_1 * \text{Customer Engagement} + \varepsilon \quad (4.7)$$

From the Model Summary (see Appendix S), it is possible to conclude that there is a reasonably high positive correlation between Customer Engagement and Customer Citizenship Behaviors ($R= 0.726$), and 52.7% of the variability in CCB is explained by CE. According to the ANOVA table (see Appendix S), the model under analysis is valid, because $\text{Sig.}=0.000 < 0.05$.

Concerning the Coefficients (see Table 4.14), $\beta_0 = 2.596$ is the estimated level of Customer Citizenship Behaviors when the level of Customer Engagement equals zero, and $\beta_1 = 0.611$ means that a unit increase in the CE score leads to an increase of 0.611 in the CCB. In both cases $\text{sig} < 0.05$, so conclude there is statistical evidence that the constant term should be included in the equation of the model, and that CE significantly influences CCB.

The use of Co-creation in Camping and its relationship with Customer Engagement

Table 4. 14 - Coefficients - Effect of CE in CCB

Source: own elaboration based on SPSS outputs

	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	β	Std. Error			
Constant	2,596	0,270		9,597	0,000
Customer Engagement	0,611	0,051	0,726	11,937	0,000

The equation of the fitted regression model is:

$$\begin{aligned} & \text{fittedCustomerCitizenshipBehaviors} \\ & = 2.596 + 0.611 * \text{Customer Engagement} \end{aligned} \quad (4.8)$$

Once again, it is necessary to check the assumptions of the chosen model: 1) by construction, the theoretical model assumes linearity between CE and CCB; 2) the mean of the residual component of the model is zero (see Appendix S); 3) the independent variables are not correlated with the residual terms (see Appendix S); 4) There is no correlation among the residual terms since the value of the Durbin-Watson (1.865) is close to 2, residuals are assumed to independent (see Appendix S); 5) the variance of the random term is constant by observing the scatterplot (see Appendix S); 6) by observing the histogram and the normal p-plot it is possible to assume normality of the residuals (see Appendix S); 7) lastly, there is no correlation among the explanatory variables since TOL >0.1 and VIF <10 (see Appendix S). Thus, concluding all assumptions hold.

E) Multiple Regression Analysis – Customer Engagement dimensions as Independent Variables and Customer Citizenship Behaviors as Dependent Variable

In order to test if *Absorption, Enthusiasm, Attention, Identification and Interaction* influence simultaneously *Customer Citizenship Behaviors* (H2a), it was estimated a multiple linear regression model by OLS (Ordinary Least Squares), with the following theoretical expression:

$$\begin{aligned} & \text{Customer Citizenship Behaviors} \\ & = \beta_0 + \beta_1 * \text{Absorption} + \beta_2 * \text{Enthusiasm} + \beta_3 * \text{Attention} \\ & + \beta_4 * \text{Identification} + \beta_5 * \text{Interaction} + \varepsilon \end{aligned} \quad (4.9)$$

The use of Co-creation in Camping and its relationship with Customer Engagement

Analyzing the table of Model Summary (see Appendix T), since $R = 0.728$, there is a reasonably high positive correlation between Customer Engagement dimensions and Customer Citizenship Behaviors. Moreover, the $R^2 = 0.530$, which means 53% of the variability in CCB is explained by the explanatory variables (Absorption, Enthusiasm, Attention, Identification and Interaction). Concerning the test F to the validity of the model present in the table of ANOVA (see Appendix T), the value of the test statistic = 27.955 and $\text{Sig.} = 0.000 < 0.05$, concluding the model under analysis is valid.

Trough Table 4.15, it is possible to obtain the following equation of the fitted regression model:

$$\begin{aligned} & \text{fittedCustomerCitizenshipBehaviors} && (4.10) \\ & = 2.615 + 0.097 * \text{Absorption} + 0.122 * \text{Enthusiasm} + 0.071 \\ & * \text{Attention} + 0.130 * \text{Identification} + 0.189 * \text{Interaction} \\ & + \varepsilon \end{aligned}$$

Table 4. 15 - Coefficients - Effect of CE dimensions in CCB

Source: own elaboration based on SPSS outputs

	Unstandardized Coefficients		Standardized Coefficients Beta		
	β	Std. Error		t	Sig.
Constant	2,615	0,309		8,468	0,000
Absorption	0,097	0,097	0,124	1,000	0,319
Enthusiasm	0,122	0,088	0,168	1,384	0,169
Attention	0,071	0,081	0,091	0,886	0,377
Identification	0,130	0,070	0,205	1,852	0,066
Interaction	0,189	0,094	0,234	2,016	0,046

From analyzing the standardized Beta coefficients, it is possible to observe that Interaction is the most important variable to explain CCB, with the largest standardized Beta coefficient, in absolute value (0.234). Concerning the Sig. values, it is possible to conclude that only the dimension Interaction is useful and should be kept in the model, with a $\text{Sig.} < 0.05$ ($\text{Sig.} = 0.000$). The remaining dimensions have Sig. values higher than 0.05, thus they are not useful in explaining the model. In this case, it is necessary to repeat the commands in SPSS without the variables ABS, ENT, ATN and ID to estimate a new model, including only the variable INT.

F) Simple Regression Analysis – Interaction as Independent Variable and Customer Citizenship Behaviors as Dependent Variable

The following theoretical model was obtained:

$$Customer\ Citizenship\ Behaviors = \beta_0 + \beta_1 * Interaction \quad (4.11)$$

Since there is only one dimension, it was estimated a simple linear regression model by OLS (Ordinary Least Squares). Analyzing the Model Summary table (see Appendix U), 44.3% of the variation of Customer Citizenship Behaviors is explained by the dimension Interaction. According to the ANOVA the model is valid, since Sig.=0.000 which is lower than 0.05.

Concerning the coefficients table (Table 4.16), $\beta_0 = 2.965$ is the estimated level of Customer Citizenship Behaviors when the level of Interaction is zero, and $\beta_1 = 0.539$ means that a unit increase in Interaction leads to an increase of 0.539 CCB. In both cases sig < 0.05, so conclude there is statistical evidence that the constant term should be included in the equation of the model, and that Interaction significantly influences Customer Citizenship Behaviors.

Table 4. 16 - Coefficients - Effect of Interaction in CCB

Source: own elaboration based on SPSS outputs

	Unstandardized Coefficients		Standardized Coefficients Beta		
	β	Std. Error		t	Sig.
Constant	2,965	0,283		10,488	0,000
Interaction	0,539	0,053	0,666	10,098	0,000

The equation of the fitted regression model is:

$$fittedCustomerCitizenshipBehaviors = 2.965 + 0.539 * Interaction + \epsilon \quad (4.12)$$

At this point, it is required to confirm if the assumptions of the model hold. First, by construction the model assumes linearity. Second, when analyzing the Residuals Statistics table (see Appendix U), the mean of the residual component is zero. Third, Interaction is not correlated with the residual terms as shown at the table of Correlations (see Appendix U). Fourth, from the Model Summary (see Appendix U) the value of Durbin-Watson is close to 2, so Interaction there is no correlation among the residual terms. Fifth, by observing the

The use of Co-creation in Camping and its relationship with Customer Engagement

Scatterplot (see Appendix U), it is possible to assume that the variance of the random term is constant since the values are concentrated between -2 and 2. Sixth, there is normality of the residuals as seen on the histogram and the normal p-plot (see Appendix U). Seventh, there is no correlation among the explanatory variables, since TOL >0.1 and VIF <10 (see Appendix U). Thus, concluding all assumptions hold.

5. Conclusions and Recommendations

5.1. Discussion

The present study was developed to determine the influence of customer engagement in customer co-creation behaviors, which include customer participation behaviors and customer citizenship behaviors. The data collected obtained with the sample (n=130) for the study, allows the achievement of the objectives proposed in the conceptual model (see section 2.6), which will be discussed in this section.

Regarding the Descriptive Statistics, the main conclusions to draw concern the agreement rate from the respondents on the 7-point Likert Scale of the constructs. The construct with the highest mean is Customer Citizenship Behaviors, with a value of 5.71, and a Standard Deviation of 1.175, the lowest among all the constructs. These values indicate that respondents attribute great importance to Customer Citizenship Behaviors and responded more similarly to the items of this construct. In contrast, Customer Engagement is the construct with the lowest mean, with a value of 5.10, which reveals the lowest agreement rate, although it also presents a level of agreement between “Somewhat Agree” and “Agree”. This construct has the highest Standard Deviation, with a value of 1.396, meaning the respondents answered more disparate to the items comprised in this construct.

Moreover, it is possible to conclude which dimensions CCL visitors value the most in each construct. Concerning Customer Engagement, the dimension that seems the most significant is Absorption, with a mean value of 5.49. For Customer Participation Behaviors, the dimension Personal Interaction is the one with the highest mean, with a value of 6.30, meaning the respondents are more likely to participate in co-creation by interacting positively with the employees. These findings are consistent with Yen, Teng and Tzeng (2020) study. Regarding Customer Citizenship Behaviors the dimensions with the highest means are Feedback and Advocacy, both with mean values of 5.88, thus concluding that visitors of CCL are more likely to give feedback and recommendation than helping or being tolerant. These findings are also consistent with Yen, Teng and Tzeng study, where Advocacy was the dimension with the highest mean, followed by Feedback.

The main conclusions were drawn through Simple and Multiple Regression Analysis, which were used to test the hypotheses presented in Chapter 2.6.

By conducting a simple linear regression to test if Customer Engagement influences positively Customer Participation Behaviors (H1), it was possible to conclude that a unit increase in CE leads to an increase of 0.606 of CPB. Thus, concluding that Customer

Engagement is positively associated with Customer Participation Behaviors. Furthermore, it was conducted a multiple linear regression to test if the five dimensions of Customer Engagement are positively and simultaneously associated with Customer Participation Behaviors. This analysis indicates that Interaction is the dimension with the highest impact in CPB and that Identification is the one with less impact on the construct, and, moreover, it has a negative impact on it. It is also possible to conclude that only the variable Interaction is useful in explaining the model, thus a new model was estimated with the dimension Interaction only, indicating that a unit increase in Interaction leads to an increase of 0.581 of CPB.

Concerning H2: Customer Engagement is positively associated with Customer Citizenship Behaviors, by conducting a simple linear regression, it is possible to conclude that a unit increase in CE leads to an increase of 0.611 of CCB. Thus, concluding that Customer Engagement is positively associated with Customer Citizenship Behaviors. In order to test if the five dimensions of Customer Engagement are simultaneous and positively associated with Customer Citizenship Behaviors, a multiple linear regression was conducted, indicating that Interaction and Identification are the two dimensions with the highest effect on CCB, whereas Attention has the lowest effect on this construct. It is also possible to conclude that only the variable Interaction is useful in explaining the model, thus a new model was estimated with the dimension Interaction only, indicating that a unit increase in Interaction leads to an increase of 0.539 in CCB.

5.2. Theoretical Contributions

These findings complement those of previous hospitality studies from certain perspectives. First, this study responds to a suggestion of Yi and Gong (2003) to apply the customer value co-creation behaviors scale to different countries and cultures, this study provides the results from the Portuguese market point of view. It also, answered another recommendation from the authors mentioned above, to test customer value co-creation behavior within a more comprehensive model that integrates theoretically related constructs. Based on the camping sector context, this empirical study revealed that customer engagement is an important antecedent to customer co-creation behaviors.

Third, the presented study responds to the recommendation of Yen, Teng and Tzeng (2020) to investigate the relationship between customer engagement and customer value co-creation behaviors in other tourism industries, besides chain coffee shops, which was accomplished by conducting the study within the camping sector.

Thus, this dissertation provides meaningful insights to the customer value co-creation behaviors by investigating the influence of customer engagement and its dimensions (absorption, enthusiasm, attention, identification and interaction) as outcomes of customer participation behaviors and customer citizenship behaviors in the context of the Portuguese camping sector.

5.3. Managerial Contributions

The findings obtained through literature review and analysis of the data results provide several managerial implications for camping managers in the future.

This study revealed the importance of customer engagement for enhancing customer value co-creation behaviors within the camping sector. Camping managers need to integrate different engagement practices in order to be able to co-create unique and personalized experiences with their customers. For instance, to induce attention managers should offer information to their customers that can be pertinent, attractive or personal, since this type of awareness can increase the attention of the visitors. To build a solid identification with the camping club, managers should create a distinctive and consistent identity, as it provides a durable differentiation from the competitors, boosting customer's identification with the camping club. Regarding, enthusiasm and absorption managers should focus on developing innovative strategies, considering what guests can do with their campsites, work with customers to meet their needs and expectations, and encourage them to take part in value creation. Finally, one of the main discoveries of this research is that customer value co-creation behaviors are highly influenced by interaction. Given that camping visitors enjoy get involved and exchange ideas with each other, and participate in activities of the camping club, so it is suggested that managers should focus on this dimension, establish possibilities for interactions and incentives, for example, recognition and reward schemes to enhance the participation of the customers and, promote different activities.

A final managerial repercussion relates to the pandemic context in which all world is living, due to COVID-19. This virus has already infected more than 48 261 898 people around the world (GoogleNews, 2020), and had changed the tourism setting entirely. Thus, camping managers must find new solutions to provide guests the most safety experience possible. According to Statistica (2020), the daily time spent on social networking by internet users worldwide is 144 minutes, people are spending more 44% of their time on social media, like Facebook, Instagram and Twitter, thus it would be beneficial if managers focus the camping clubs presence on these networks. For example, posting photos and small videos

with curiosities about the campsites and its services, and promoting the benefits of doing camping in this context, since it is an open space in nature.

5.4. Limitations and Further Research

Being an exploratory study, and although offering valuable findings regarding customer engagement and customer value co-creation behaviors topics, this research presents limitations that should be addressed and that could become suggestions for further research. First, despite the sample collected (n=130) is adequate for this research, a larger, randomized sample, would provide deeper and more complex insights into the matter. For instance, Clube de Campismo de Lisboa (CCL) visitors were the target of this dissertation reducing the sample gathered, it would be interesting to examine and compare the results including respondents that have already visited other camping clubs.

Second, the sample used in this study was composed of Portuguese respondents only, limiting the study culturally. This could be improved by studying the same concepts from the perspective of foreign visitors. Different lifestyles and cultures could lead to different results.

Third, this study focuses on value co-creation behaviors from the customer point of view. However, value creation is a collaborative work between customers and employees, thus it is recommended further research examining value co-creation behaviors from the employee's point of view.

Furthermore, it would also be productive to identify different constructs as antecedents and outcomes of customer engagement and customer co-creation behaviors, respectively, in order to achieve a more complete model. Brand love or loyalty could be included to have a better understanding of how more emotive concepts drive customer engagement, and word-of-mouth could also be studied as an outcome, for instance.

Finally, one must mention the current living situation due to the pandemic of COVID-19, forcing restaurants, shops, cinemas, hotels, camping clubs among others to close, in the month of March. By May, the camping clubs started to reopen, with several restrictions and protocols. By the time the questionnaire was distributed, several visitors of CCL were upset with the measures imposed by the club, which might have influenced the results of this research. Therefore, further research on camping clubs in Portugal within the context of the pandemic would be interesting. How will COVID-19 impact the hospitality sector and, thus the overall economy of the country? Will camping clubs survive the economic crisis caused by the pandemic? or Will people be more prone to visit camping clubs and more enthusiastic regarding outdoor hospitality options? are some examples of relevant questions to be answered.

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The use of Co-creation in Camping and its relationship with Customer Engagement

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7. Appendices

Appendix A. Questionnaire English Version



Co-Creation Behaviors and Customer Engagement in Camping

This questionnaire is carried out as part of my Master's dissertation in Marketing at ISCTE-IUL. My dissertation aims to investigate the relationship between the behaviors of co-creating value and the engagement of the client, in the Camping sector, in Portugal. Co-creation is understood as the process of interaction between the company and consumers, with the objective of creating value and achieving unique and personalized experiences.

This questionnaire is directed to customers who have already visited CCL - Clube de Campismo de Lisboa.

CCL is a camping club constituted of 8 campsites, located in Almornos, Costa da Caparica, Costa Nova, Ferragudo, Melides, Gameiro, Campo Maior and Avis.

The questionnaire is anonymous and the information collected will be treated confidentially, for academic purposes only.

Thank you for your time and participation!
Raquel Teixeira

Seguinte

Co-Creation Behaviors and Customer Engagement in Camping

Have you ever visited CCL - Clube de Campismo de Lisboa? *

Yes

No

Anterior Seguinte

Co-Creation Behaviors and Customer Engagement in Camping

Which campsite(s) have you visited? *

- Almornos
- Costa da Caparica
- Costa Nova
- Ferragudo
- Melides
- Gameiro
- Campo Maior
- Avis

In the past 3 years, how many visits have you made to CCL? *

- Only 1 visit or none
- Between 2 to 5 visits
- Between 6 to 10 visits
- More than 10 visits

On average, how often do you visit CCL, per year? *

- Less than one visit per year
- One visit per year
- Two visits per year
- More than two visits per year

[Anterior](#)

[Seguinte](#)

The use of Co-creation in Camping and its relationship with Customer Engagement

Customer Engagement

To answer the following questions, please consider your experience while staying in the CCL group.

Please express your degree of agreement with the following sentences, on a scale of 1 (strongly disagree) to 7 (strongly agree). *

Absorption

	1	2	3	4	5	6	7
When I am interacting with this camping club, I forget everything else around me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time flies when I am interacting with this camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I am interacting with the camping club, I get carried away	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When interacting with the camping club, it is difficult to detach myself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I am at this camping club, I feel immersed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel happy when I am at this camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The use of Co-creation in Camping and its relationship with Customer Engagement

Please express your degree of agreement with the following sentences, on a scale of 1 (strongly disagree) to 7 (strongly agree). *

Enthusiasm

	1	2	3	4	5	6	7
I am passionate about this camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am enthusiastic about this camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel excited about this camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I love this camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am heavily into this camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please express your degree of agreement with the following sentences, on a scale of 1 (strongly disagree) to 7 (strongly agree). *

Attention

	1	2	3	4	5	6	7
I pay a lot of attention to anything about this camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to learn more about this camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anything related to this camping club grabs my attention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I concentrate a lot on this camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like learning more about this camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The use of Co-creation in Camping and its relationship with Customer Engagement

Please express your degree of agreement with the following sentences, on a scale of 1 (strongly disagree) to 7 (strongly agree). *

Identification

	1	2	3	4	5	6	7
When someone criticizes this camping club, it feels like a personal insult	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I talk about this camping club, I usually say "we" rather than "they"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This camping club successes are my successes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When someone praises this camping club, it feels like a personal compliment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The use of Co-creation in Camping and its relationship with Customer Engagement

Please express your degree of agreement with the following sentences, on a scale of 1 (strongly disagree) to 7 (strongly agree). *

Interaction

	1	2	3	4	5	6	7
In general, I like to get involved in camping club discussions others in the camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am someone who enjoys interacting with like-minded	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I thoroughly enjoy exchanging ideas with other people in the camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often participate in activities of this camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Anterior

Seguiente

Customer Participation Behaviors

To answer the following questions, suppose a scenario where CCL has interacted directly with you, to co-create a unique and personalized experience for you. Whether through feedback, research and tests, suggestions and opinions from you so that the process of creating a product / service / experience is as much as possible with what you want.

Please express your degree of agreement with the following sentences, on a scale of 1 (strongly disagree) to 7 (strongly agree). *

Information Seeking

1 2 3 4 5 6 7

I have asked others for information on what this camping club offers.

I have searched for information on where this camping club is located.

I have paid attention to how others behave to use this camping club well

The use of Co-creation in Camping and its relationship with Customer Engagement

Please express your degree of agreement with the following sentences, on a scale of 1 (strongly disagree) to 7 (strongly agree). *

Information Sharing

	1	2	3	4	5	6	7
I clearly explained what I wanted the employees to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I gave the employees proper information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I provided necessary information so that the employees could perform his or her	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I answered all the employee's service-related questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please express your degree of agreement with the following sentences, on a scale of 1 (strongly disagree) to 7 (strongly agree). *

Responsible Behavior

	1	2	3	4	5	6	7
I performed all the tasks that are required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I adequately completed all the expected behaviors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I fulfilled all the responsibilities to the business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I followed the employee's directives or orders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The use of Co-creation in Camping and its relationship with Customer Engagement

Please express your degree of agreement with the following sentences, on a scale of 1 (strongly disagree) to 7 (strongly agree). *

Personal Interaction

	1	2	3	4	5	6	7
I was friendly to the employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was kind to the employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was polite to the employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was courteous to the employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I didn't act rudely to the employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Anterior](#)

[Seguente](#)

Customer Citizenship Behaviors

To answer the following questions, suppose a scenario where CCL has interacted directly with you, to co-create a unique and personalized experience for you. Whether through feedback, research and tests, suggestions and opinions from you so that the process of creating a product / service / experience is as much as possible with what you want.

Please express your degree of agreement with the following sentences, on a scale of 1 (strongly disagree) to 7 (strongly agree). *

Feedback

	1	2	3	4	5	6	7
If I have a useful idea on how to improve service, I let the employee know	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I receive good service from the employee, I comment about it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I experience a problem, I let the employee know about it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The use of Co-creation in Camping and its relationship with Customer Engagement

Please express your degree of agreement with the following sentences, on a scale of 1 (strongly disagree) to 7 (strongly agree). *

Advocacy

	1	2	3	4	5	6	7
I said positive things about the camping club and the employees to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I recommended the camping club and the employees to others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encouraged friends and relatives to visit the camping club	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please express your degree of agreement with the following sentences, on a scale of 1 (strongly disagree) to 7 (strongly agree). *

Help

	1	2	3	4	5	6	7
I assist other customers if they need my help	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I help other customers if they seem to have problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I teach other customers to use the service correctly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I give advice to other customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The use of Co-creation in Camping and its relationship with Customer Engagement

Please express your degree of agreement with the following sentences, on a scale of 1 (strongly disagree) to 7 (strongly agree). *

Tolerance

	1	2	3	4	5	6	7
If service is not delivered as expected, I would be willing to put up with it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If the employee makes a mistake during service delivery, I would be willing to be patient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I have to wait longer than I normally expected to receive the service, I would be willing to adapt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Anterior](#) [Seguiente](#)

Demographics

Gender *

Male

Female

Age group *

18-24

Professional Situation *

Unemployed

Employed

Student-Worker

Student

Retired

Monthly Income *

Less than 500€

500€ - 1500€

1501€ - 2500€

More than 2500€

Nationality *

Portuguese

Outra: _____

[Anterior](#) [Submeter](#)

Appendix B. Sample Profile – Gender

Gender

		Frequency	Percent
Valid	Male	51	39,2
	Female	79	60,8
	Total	130	100,0

Source: SPSS outputs

Appendix C. Sample Profile – Age

Age group

		Frequency	Percent	Cumulative Percent
Valid	18-24	33	25,4	25,4
	25-34	14	10,8	36,2
	35-44	19	14,6	50,8
	45-54	25	19,2	70,0
	55-64	16	12,3	82,3
	≥65	23	17,7	100,0
	Total	130	100,0	

Descriptive Statistics

	N	Mean	Std. Deviation
Age group	130	3,35	1,817
Valid N (listwise)	130		

Source: SPSS outputs

Appendix D. Sample Profile – Education

Educational Level

		Frequency	Percent	Cumulative Percent
Valid	Basic Education	8	6,2	6,2
	High School	71	54,6	60,8
	Bachelor Degree	36	27,7	88,5
	Master's Degree	14	10,8	99,2
	Doctorate Degree	1	,8	100,0
	Total	130	100,0	

Source: SPSS outputs

Appendix E. Sample Profile – Professional Situation

Professional Situation

		Frequency	Percent
Valid	Unemployed	8	6,2
	Employed	75	57,7
	Student-Worker	5	3,8
	Student	14	10,8
	Retired	28	21,5
	Total	130	100,0

Source: SPSS outputs

Appendix F. Sample Profile – Monthly Income

Monthly Income

		Frequency	Percent	Cumulative Percent
Valid	Less than 500€	25	19,2	19,2
	500€- 1500€	78	60,0	79,2
	1501€- 2500€	24	18,5	97,7
	More than 2500€	3	2,3	100,0
	Total	130	100,0	

Source: SPSS outputs

Appendix G. Sample Profile – Nationality

Nationality

		Frequency	Percent
Valid	Portuguese	130	100,0

Source: SPSS outputs

Appendix H. Sample Profile – Visits to CCL in the last 3 years

In the past 3 years, how many visits have you made to CCL?

		Frequency	Percent	Cumulative Percent
Valid	Only 1 visit or none	10	7,7	7,7
	Between 2 to 5 visits	38	29,2	36,9
	Between 6 to 10 visits	22	16,9	53,8
	More than 10 visits	60	46,2	100,0
	Total	130	100,0	

Source: SPSS outputs

Appendix I. Sample Profile – Average visits to CCL per year

On average, how often do you visit CCL, per year?

		Frequency	Percent	Cumulative Percent
Valid	Less than 1 visit per year	7	5,4	5,4
	One visit per year	25	19,2	24,6
	Two visits per year	23	17,7	42,3
	More than two visits per year	75	57,7	100,0
	Total	130	100,0	

Source: SPSS outputs

Appendix J. Sample Profile – Crosstabulation of average visits to CCL(year) and Age group

On average, how often do you visit CCL, per year? * Age group Crosstabulation

		Age group						Total	
		18-24	25-34	35-44	45-54	55-64	≥65		
On average, how often do you visit CCL, per year?	Less than 1 visit per year	Count	4	1	0	1	0	1	7
		% within On average, how often do you visit CCL, per year?	57,1%	14,3%	0,0%	14,3%	0,0%	14,3%	100,0%
		% within Age group	12,1%	7,1%	0,0%	4,0%	0,0%	4,3%	5,4%
		% of Total	3,1%	0,8%	0,0%	0,8%	0,0%	0,8%	5,4%
	One visit per year	Count	14	3	1	5	2	0	25
		% within On average, how often do you visit CCL, per year?	56,0%	12,0%	4,0%	20,0%	8,0%	0,0%	100,0%
		% within Age group	42,4%	21,4%	5,3%	20,0%	12,5%	0,0%	19,2%
		% of Total	10,8%	2,3%	0,8%	3,8%	1,5%	0,0%	19,2%
	Two visits per year	Count	9	1	2	8	1	2	23
		% within On average, how often do you visit CCL, per year?	39,1%	4,3%	8,7%	34,8%	4,3%	8,7%	100,0%
		% within Age group	27,3%	7,1%	10,5%	32,0%	6,3%	8,7%	17,7%
		% of Total	6,9%	0,8%	1,5%	6,2%	0,8%	1,5%	17,7%
More than two visits per year	Count	6	9	16	11	13	20	75	
	% within On average, how often do you visit CCL, per year?	8,0%	12,0%	21,3%	14,7%	17,3%	26,7%	100,0%	
	% within Age group	18,2%	64,3%	84,2%	44,0%	81,3%	87,0%	57,7%	
	% of Total	4,6%	6,9%	12,3%	8,5%	10,0%	15,4%	57,7%	
Total	Count	33	14	19	25	16	23	130	
	% within On average, how often do you visit CCL, per year?	25,4%	10,8%	14,6%	19,2%	12,3%	17,7%	100,0%	
	% within Age group	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
	% of Total	25,4%	10,8%	14,6%	19,2%	12,3%	17,7%	100,0%	

Source: SPSS outputs

Appendix K. Descriptives Statistics Items and Dimensions of Customer Engagement

The use of Co-creation in Camping and its relationship with Customer Engagement

Descriptive Statistics

	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
ABS1	130	5,48	1,591	-,893	,212	-,126	,422
ABS2	130	5,72	1,604	-1,162	,212	,275	,422
ABS3	130	5,35	1,760	-,846	,212	-,418	,422
ABS4	130	5,36	1,822	-,849	,212	-,438	,422
ABS5	130	5,09	1,705	-,737	,212	-,394	,422
ABS6	130	5,94	1,467	-1,314	,212	,695	,422
ABS	130	5,49	1,501	-,965	,212	-,002	,422
ENT1	130	5,18	1,640	-,685	,212	-,411	,422
ENT2	130	5,26	1,626	-,696	,212	-,610	,422
ENT3	130	5,23	1,849	-,816	,212	-,629	,422
ENT4	130	5,34	1,811	-,804	,212	-,656	,422
ENT5	130	5,32	1,721	-,650	,212	-,871	,422
ENT	130	5,26	1,623	-,743	,212	-,690	,422
ATN1	130	5,08	1,583	-,390	,212	-,819	,422
ATN2	130	5,26	1,543	-,590	,212	-,410	,422
ATN3	130	5,28	1,550	-,626	,212	-,573	,422
ATN4	130	4,89	1,634	-,268	,212	-,932	,422
ATN5	130	4,75	1,739	-,413	,212	-,752	,422
ATN	130	5,05	1,491	-,384	,212	-,798	,422
ID1	130	4,32	2,106	-,248	,212	-1,336	,422
ID2	130	5,18	1,931	-,754	,212	-,705	,422
ID3	130	4,26	1,943	-,189	,212	-1,191	,422
ID4	130	4,65	2,145	-,343	,212	-1,411	,422
ID	130	4,60	1,855	-,295	,212	-1,338	,422
INT1	130	5,05	1,665	-,422	,212	-,926	,422
INT2	130	5,42	1,462	-,587	,212	-,808	,422
INT3	130	5,36	1,484	-,615	,212	-,516	,422
INT4	130	4,57	1,988	-,245	,212	-1,245	,422
INT	130	5,10	1,452	-,423	,212	-,955	,422
CE	130	5,10	1,396	-,559	,212	-,756	,422
Valid N (listwise)	130						

Source: SPSS Outputs

Appendix L. Descriptives Statistics Items, Dimensions and Subconstructs of Customer Co-Creation Behaviors

Descriptive Statistics

	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
ISK1	130	4,35	2,064	-,282	,212	-1,264	,422
ISK2	130	4,43	2,224	-,326	,212	-1,433	,422
ISK3	130	5,05	1,836	-,684	,212	-,699	,422
ISK	130	4,61	1,838	-,392	,212	-1,132	,422
ISH1	130	4,66	2,021	-,448	,212	-1,105	,422
ISH2	130	4,75	1,992	-,549	,212	-,941	,422
ISH3	130	4,95	1,908	-,640	,212	-,719	,422
ISH4	130	5,17	1,835	-,789	,212	-,430	,422
ISH	130	4,88	1,843	-,580	,212	-,785	,422
RB1	130	5,85	1,542	-1,411	,212	,965	,422
RB2	130	5,89	1,485	-1,370	,212	,730	,422
RB3	130	5,92	1,518	-1,381	,212	,825	,422
RB4	130	5,99	1,439	-1,351	,212	,590	,422
RB	130	5,91	1,432	-1,376	,212	,753	,422
PI1	130	6,27	1,212	-1,700	,212	1,720	,422
PI2	130	6,28	1,168	-1,655	,212	1,671	,422
PI3	130	6,35	1,166	-1,810	,212	2,110	,422
PI4	130	6,28	1,188	-1,681	,212	1,725	,422
PI5	130	6,32	1,176	-1,816	,212	2,175	,422
PI	130	6,30	1,166	-1,773	,212	2,009	,422
CPB	130	5,43	1,266	-,711	,212	-,582	,422
FD1	130	5,72	1,550	-1,162	,212	,590	,422
FD2	130	5,96	1,416	-1,460	,212	1,399	,422
FD3	130	5,96	1,512	-1,561	,212	1,605	,422
FD	130	5,88	1,358	-1,348	,212	1,113	,422
ADV1	130	5,87	1,394	-1,087	,212	,142	,422
ADV2	130	5,83	1,605	-1,388	,212	1,044	,422
ADV3	130	5,93	1,576	-1,489	,212	1,320	,422
ADV	130	5,88	1,452	-1,270	,212	,586	,422
HLP1	130	5,82	1,440	-1,141	,212	,427	,422
HLP2	130	5,85	1,486	-1,271	,212	,693	,422
HLP3	130	5,67	1,557	-1,184	,212	,698	,422
HLP4	130	5,65	1,599	-1,299	,212	,964	,422
HLP	130	5,74	1,460	-1,206	,212	,507	,422
TOL1	130	5,22	1,377	-,465	,212	-,542	,422
TOL2	130	5,46	1,387	-,857	,212	,026	,422
TOL3	130	5,34	1,513	-,798	,212	-,104	,422
TOL	130	5,34	1,338	-,773	,212	-,026	,422
CCB	130	5,71	1,175	-1,240	,212	,939	,422
CCCB	130	5,57	1,147	-1,017	,212	,424	,422

Source: SPSS outputs

Appendix M. Reliability Analysis of Customer Engagement

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,976	,977	24

Source: SPSS outputs

Appendix N. Reliability Analysis of Customer Participation Behaviors

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,946	,954	16

Source: SPSS outputs

Appendix O. Reliability Analysis of Customer Citizenship Behaviors

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,951	,951	13

Source: SPSS outputs

Appendix P. Simple Linear Regression Analysis Customer Engagement as Independent Variable as Customer Participation Behaviors as Dependent Variable

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,669 ^a	,447	,443	,945	1,881

a. Predictors: (Constant), Customer Engagement

b. Dependent Variable: Customer Participation Behaviors

Source: SPSS outputs

The use of Co-creation in Camping and its relationship with Customer Engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92,446	1	92,446	103,557	,000 ^b
	Residual	114,267	128	,893		
	Total	206,713	129			

a. Dependent Variable: Customer Participation Behaviors

b. Predictors: (Constant), Customer Engagement

Source: SPSS outputs

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,333	,315		7,405	,000		
	Customer Engagement	,606	,060	,669	10,176	,000	1,000	1,000

a. Dependent Variable: Customer Participation Behaviors

Source: SPSS outputs

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,54	6,58	5,43	,847	130
Residual	-2,393	1,999	,000	,941	130
Std. Predicted Value	-2,224	1,360	,000	1,000	130
Std. Residual	-2,533	2,115	,000	,996	130

a. Dependent Variable: Customer Participation Behaviors

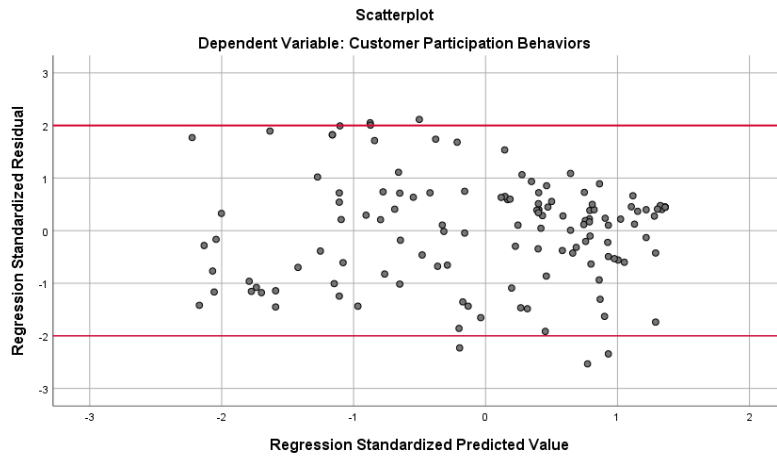
Source: SPSS outputs

Correlations

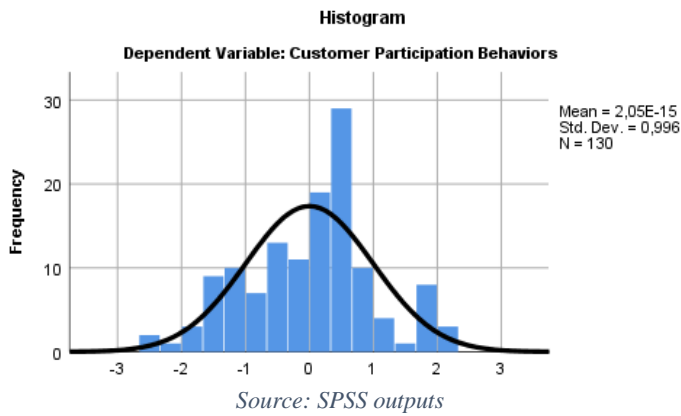
		Unstandardized Residual	Customer Engagement
Unstandardized Residual	Pearson Correlation	1	,000
Customer Engagement	Pearson Correlation	,000	1

Source: SPSS outputs

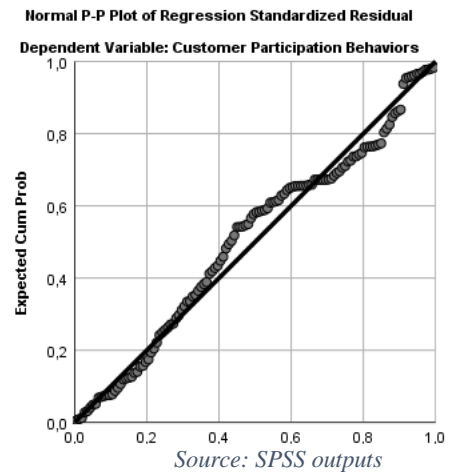
The use of Co-creation in Camping and its relationship with Customer Engagement



Source: SPSS outputs



Source: SPSS outputs



Source: SPSS outputs

Appendix Q. *Source: SPSS outputs* Multiple Linear Regression Analysis
Customer Engagement dimensions as Independent Variables as Customer Participation Behaviors as Dependent Variable

Source: SPSS outputs

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,693 ^a	,481	,460	,930	1,807

a. Predictors: (Constant), Interaction, Enthusiasm, Attention, Identification, Absorption

b. Dependent Variable: Customer Participation Behaviors

Source: SPSS outputs

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99,355	5	19,871	22,951	,000 ^b
	Residual	107,358	124	,866		
	Total	206,713	129			

a. Dependent Variable: Customer Participation Behaviors

b. Predictors: (Constant), Interaction, Enthusiasm, Attention, Identification, Absorption

Source: SPSS outputs

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,043	,350		5,840	,000
	Absorption	,163	,110	,193	1,474	,143
	Enthusiasm	,065	,099	,083	,652	,516
	Attention	,028	,091	,033	,307	,759
	Identification	-,012	,079	-,018	-,154	,878
	Interaction	,405	,106	,464	3,805	,000

a. Dependent Variable: Customer Participation Behaviors

Source: SPSS outputs

Appendix R. Simple Linear Regression Analysis Interaction as Independent Variable and Customer Participation Behaviors as Dependent Variable

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,667 ^a	,444	,440	,947	1,722

a. Predictors: (Constant), Interaction

b. Dependent Variable: Customer Participation Behaviors

Source: SPSS outputs

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91,846	1	91,846	102,346	,000 ^b
	Residual	114,868	128	,897		
	Total	206,713	129			

a. Dependent Variable: Customer Participation Behaviors

b. Predictors: (Constant), Interaction

Source: SPSS outputs

The use of Co-creation in Camping and its relationship with Customer Engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,464	,304		8,094	,000		
	Interaction	,581	,057	,667	10,117	,000	1,000	1,000

a. Dependent Variable: Customer Participation Behaviors

Source: SPSS outputs

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,48	6,53	5,43	,844	130
Residual	-2,409	2,272	,000	,944	130
Std. Predicted Value	-2,306	1,310	,000	1,000	130
Std. Residual	-2,543	2,399	,000	,996	130

a. Dependent Variable: Customer Participation Behaviors

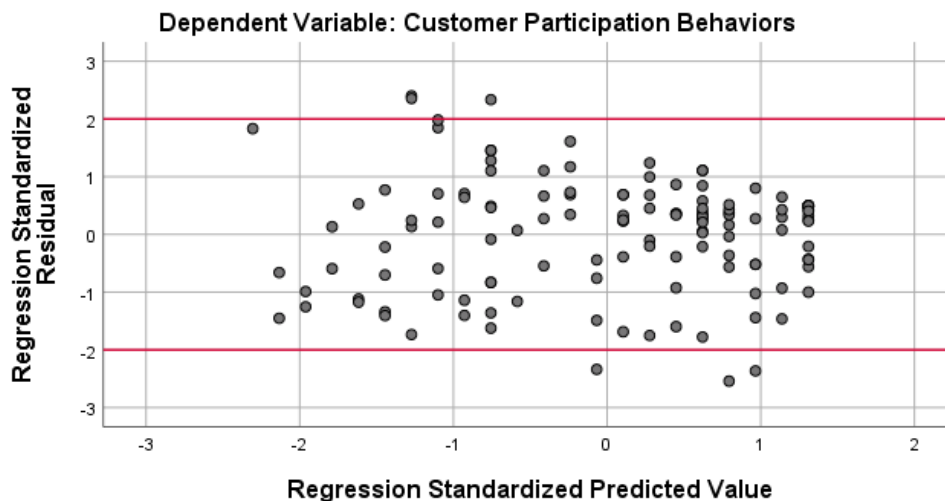
Source: SPSS outputs

Correlations

		Unstandardized Residual	Interaction
Unstandardized Residual	Pearson Correlation	1	,000
Interaction	Pearson Correlation	,000	1

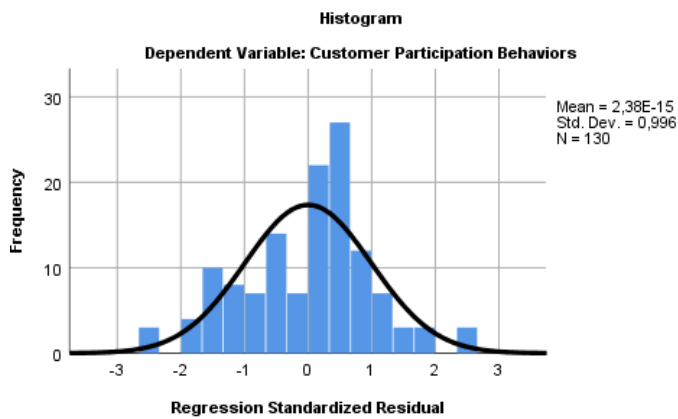
Source: SPSS outputs

Scatterplot



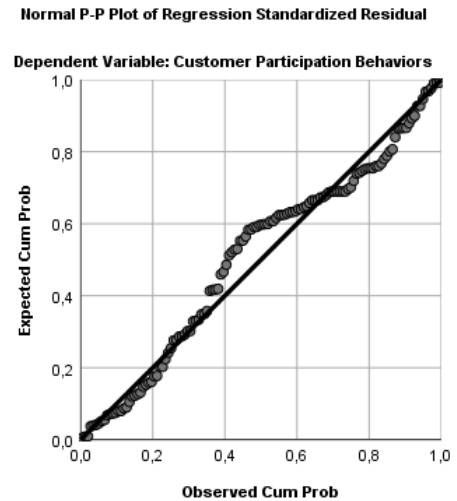
Source: SPSS outputs

The use of Co-creation in Camping and its relationship with Customer Engagement



Source: SPSS outputs

Source: SPSS outputs



Source: SPSS outputs

Source: SPSS outputs

Appendix S. Simple Linear Regression Analysis Customer Engagement as Independent Variable and Customer Citizenship Behaviors as Dependent Variable

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,726 ^a	,527	,523	,811	1,865

a. Predictors: (Constant), Customer Engagement

b. Dependent Variable: Customer Citizenship Behaviors

Source: SPSS outputs

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93,746	1	93,746	142,501	,000 ^b
	Residual	84,207	128	,658		
	Total	177,953	129			

a. Dependent Variable: Customer Citizenship Behaviors

b. Predictors: (Constant), Customer Engagement

Source: SPSS outputs

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,596	,270		9,597	,000		
	Customer Engagement	,611	,051	,726	11,937	,000	1,000	1,000

a. Dependent Variable: Customer Citizenship Behaviors

Source: SPSS outputs

The use of Co-creation in Camping and its relationship with Customer Engagement

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,82	6,87	5,71	,852	130
Residual	-2,278	2,191	,000	,808	130
Std. Predicted Value	-2,224	1,360	,000	1,000	130
Std. Residual	-2,809	2,701	,000	,996	130

a. Dependent Variable: Customer Citizenship Behaviors

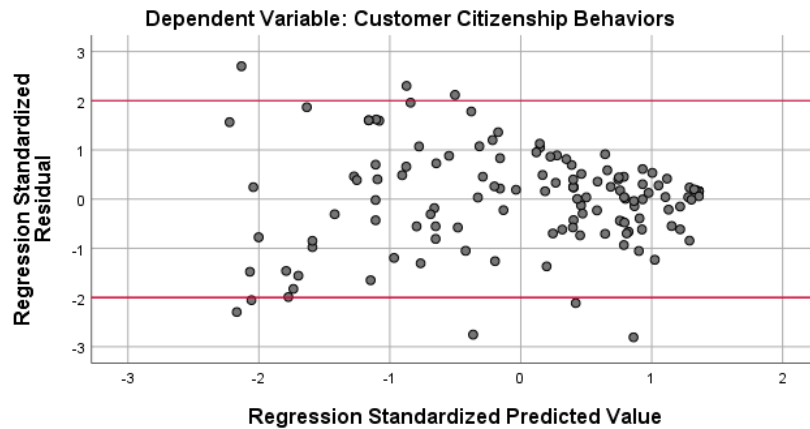
Source: SPSS outputs

Correlations

		Unstandardized Residual	Customer Engagement
Unstandardized Residual	Pearson Correlation	1	,000
Customer Engagement	Pearson Correlation	,000	1

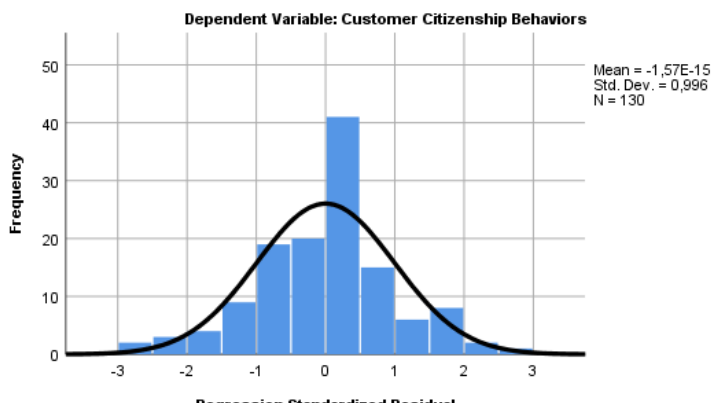
Source: SPSS outputs

Scatterplot



Source: SPSS outputs

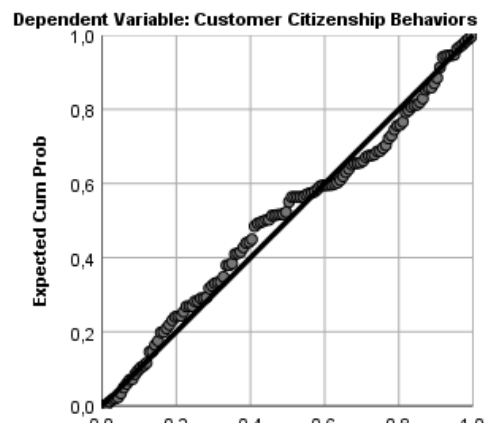
Histogram



Source: SPSS outputs

Source: SPSS outputs

Normal P-P Plot of Regression Standardized Residual



Source: SPSS outputs

Source: SPSS outputs

Appendix T. Multiple Linear Regression Analysis Customer Engagement dimensions as Independent Variables and Customer Citizenship Behaviors as Dependent Variable

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,728 ^a	,530	,511	,821	1,791

a. Predictors: (Constant), Interaction, Enthusiasm, Attention, Identification, Absorption

b. Dependent Variable: Customer Citizenship Behaviors

Source: SPSS outputs

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94,297	5	18,859	27,955	,000 ^b
	Residual	83,656	124	,675		
	Total	177,953	129			

a. Dependent Variable: Customer Citizenship Behaviors

b. Predictors: (Constant), Interaction, Enthusiasm, Attention, Identification, Absorption

Source: SPSS outputs

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,615	,309		8,468	,000
	Absorption	,097	,097	,124	1,000	,319
	Enthusiasm	,122	,088	,168	1,384	,169
	Attention	,071	,081	,091	,886	,377
	Identification	,130	,070	,205	1,852	,066
	Interaction	,189	,094	,234	2,016	,046

a. Dependent Variable: Customer Citizenship Behaviors

Source: SPSS outputs

Appendix U. Simple Linear Regression Analysis Interaction as Independent Variable and Customer Citizenship Behaviors as Dependent Variable

The use of Co-creation in Camping and its relationship with Customer Engagement

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,666 ^a	,443	,439	,880	1,527

a. Predictors: (Constant), Interaction

b. Dependent Variable: Customer Citizenship Behaviors

Source: SPSS outputs

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78,903	1	78,903	101,965	,000 ^b
	Residual	99,050	128	,774		
	Total	177,953	129			

a. Dependent Variable: Customer Citizenship Behaviors

b. Predictors: (Constant), Interaction

Source: SPSS outputs

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,965	,283		10,488	,000		
	Interaction	,539	,053	,666	10,098	,000	1,000	1,000

a. Dependent Variable: Customer Citizenship Behaviors

Source: SPSS outputs

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,91	6,74	5,71	,782	130
Residual	-2,300	2,118	,000	,876	130
Std. Predicted Value	-2,306	1,310	,000	1,000	130
Std. Residual	-2,614	2,407	,000	,996	130

a. Dependent Variable: Customer Citizenship Behaviors

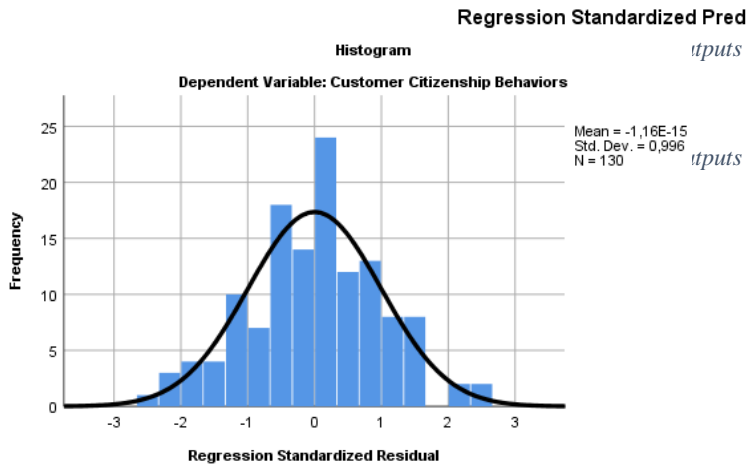
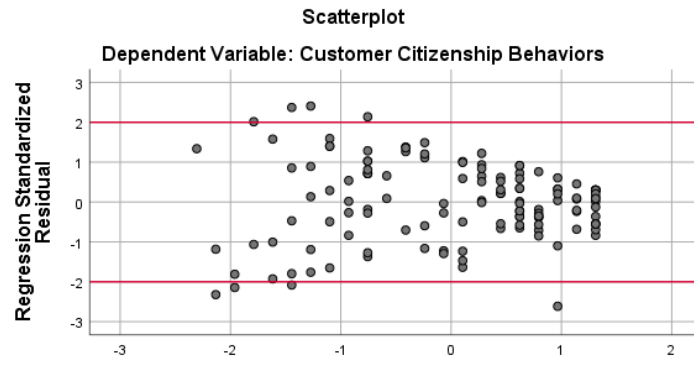
Source: SPSS outputs

Correlations

		Unstandardized Residual	Interaction
Unstandardized Residual	Pearson Correlation	1	,000
Interaction	Pearson Correlation	,000	1

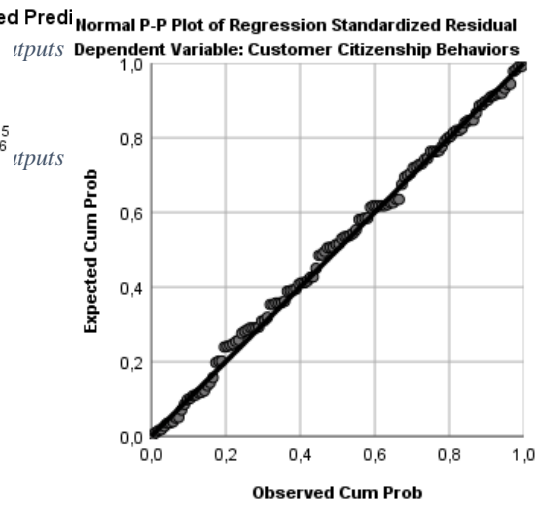
Source: SPSS outputs

The use of Co-creation in Camping and its relationship with Customer Engagement



Source: SPSS outputs

Source: SPSS outputs



Source: SPSS outputs

Source: SPSS outputs